

## Appendix B - Action Plan following review of risk management practices – November 2016

Action no.	Details of recommendation	Work to date	Planned to do	Current Status	Target date
R1	We support the Corporate RM team's plan to update the risk appetite statement, and recommend that the updated statement should form the basis for an annual review / challenge designed to ensure that the stated appetite remains appropriate given the pace of change. The Committee of Sponsoring Organisations of the Treadway Commission (COSO) suggested questions to facilitate discussion of risk appetite provide a helpful framework for such a challenge. Annex A provides further information on this.	<ul style="list-style-type: none"> <li>The risk appetite exercise for Lincolnshire County Council had not been completed since 2011/12</li> <li>Since that date, more categories have been added and these have had new statements within the categories.</li> </ul>	<ul style="list-style-type: none"> <li>Linked to refresh of Strategic risk register update - date to be agreed by CMT Risk champion and Head of Service</li> <li>Using current statements, refresh them to see if they can/need to be updated. This will then apply to the strategic risks</li> <li>Use the questions on the benchmarking report, Annex 2 to help challenge this view but match this to our language</li> </ul>	<ul style="list-style-type: none"> <li>Awaiting date for refresh of strategic risk register. Once this is completed, further actions can be implemented.</li> </ul>	Target by April 2017
R2	The Audit Committee is responsible for overseeing the effectiveness of the Councils risk management arrangements. We recommend, therefore, that the Corporate RM team should facilitate an annual risk culture workshop for audit committee members to enable them to scrutinise and challenge the Council's risk culture. The Institute of Risk Management's 'Ten Questions' provide a useful framework for such a challenge. Annex B provides further information on this.	<ul style="list-style-type: none"> <li>Audit Committee have received risk management training in March 2015; however further training has been requested.</li> </ul>	<ul style="list-style-type: none"> <li>Training session planned for March 2017 – this needs to be closely linked to R1 as it will inform the content of the session and include risk appetite</li> </ul>	<ul style="list-style-type: none"> <li>Awaiting date for refresh of strategic risk register which will ideally be before the Audit Committee training.</li> </ul>	Target by March 2017

Action no.	Details of recommendation	Work to date	Planned to do	Current Status	Target date
R3	We support the Corporate RM team's intention to refresh the RM Strategy in the near future to reflect the current business planning cycle. We note that this will coincide with a refresh of the risk appetite statement and the proposed review of the strategic risk register.	<ul style="list-style-type: none"> <li>The current strategic risk strategy is from 2012-2015. This needs to be amended to 2017-2020.</li> </ul>	<ul style="list-style-type: none"> <li>Refresh strategic risk mgmt. priorities – no changes required</li> <li>Minor amendments to reflect current practice and use of language</li> </ul>	<ul style="list-style-type: none"> <li>On course to update and present at Audit Committee – January 2017</li> </ul>	Target by January 2017, take to Audit Committee in January 2017
R4/R6	<p>The guidance relating to partnership risks should be expanded. Areas to be addressed within the expanded guidance could include, for example: definition of partnership; drivers, challenges and risks; assessing the need for partnership working; establishing the partnership; operating the partnership; performance measurement and management; accountable body status and associated risks; the partnerships register (if required) and a partnership toolkit comprising a series of good practice checklists.</p> <p><b>See also R6</b></p> <p><b>R4</b> sets out our recommendation relating to the development of a supplementary toolkit addressing Partnership risk management. This should be consistent with the latest</p>	<ul style="list-style-type: none"> <li>Partnerships are an area of work that as a risk team, minimal work has been progressed.</li> </ul>	<ul style="list-style-type: none"> <li>Review the CIPFA/SOLACE document</li> <li>Consider other relevant recent publications (from Alarm)</li> <li>Arising from the audit a review of the actions required for R4 and R6 will be considered</li> <li>Further meeting with Kerberos Risk Services Limited to look at this area on 10<sup>th</sup> January 2017</li> </ul>	<ul style="list-style-type: none"> <li>A meeting with Kerberos Risk Services Limited is planned for 10<sup>th</sup> January. In the meantime, actions as mentioned are being looked into.</li> </ul>	April 2017

	guidance on good governance from CIPFA / SOLACE, and make appropriate reference to the results of the proposed internal audit in 16/17 of Partnership Management. We also recommend that the guidance developed should form the basis of partnership risk training workshops OR the development of a specific e-Learning module				
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R5	Working with Organisational Development, develop a RM training strategy – based on a matrix identifying all key stakeholders and their respective training needs. Annex C sets out further information on this.	<ul style="list-style-type: none"> <li>Back in June 2015, a document was produced for Organisational Development on the audience and training that they would require.</li> <li>This helped with the categorisation of risk management in Learning Pool.</li> </ul>	<ul style="list-style-type: none"> <li>Need to update document produced for organisational development in June 2015</li> </ul>	<ul style="list-style-type: none"> <li>This document is being updated to reflect comments set out in Annex C of the Kerberos Risk Services report.</li> </ul>	December 2016
R7	We recommend that the Corporate RM team engages with Kerberos Risk Services to discuss best practice from other high performing councils. The objective of those discussions is to consider whether value may be added using alternative / additional report content, and particularly the scope that may exist to include key performance indicators as a means to highlight potential high risk areas.	<ul style="list-style-type: none"> <li>Meeting has taken place and different reporting models shared.</li> <li>Consideration of how/if these are to be used for reporting at LCC – we need to consider options to put to next Corporate Risk &amp; Safety Group meeting in 2017</li> </ul>	<ul style="list-style-type: none"> <li>Principal Risk Officer and Insurance &amp; Risk Team Leader to review options in January 2017</li> </ul>	<ul style="list-style-type: none"> <li>Await outcome of meeting in January before progressing this further.</li> </ul>	March 2017
R8	We recommend that the Council consider the value that may be added by introducing a RM Communications Strategy. The objective is to ensure that relevant information regarding risk management is communicated effectively to all key internal stakeholders. Further information is set out at Annex D.	<ul style="list-style-type: none"> <li>As a team, following the implementation of the risk e-learning package that was launched in June 2016, this is a document that needs progressing.</li> </ul>	<ul style="list-style-type: none"> <li>Communications strategy being worked on currently utilising guidance given.</li> </ul>	<ul style="list-style-type: none"> <li>The Communication strategy is being worked on and is on course for as December 2016 completion.</li> </ul>	December 2016