

Combined Assurance Status Report

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What we do best...

Innovative assurance services

Specialists at internal audit

Comprehensive risk management

Experts in countering fraud

...and what sets us apart

Unrivalled best value to our customers

Existing strong regional public sector partnership

Auditors with the knowledge and expertise to get the job done

Already working extensively with the not-for-profit and third sector



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Combined Assurance Status Report

Introduction

This is the seventh combined assurance report for Environment and Economy within the Council.

By grouping the different sources of assurance in a single model we provide the basis for Senior Management and Audit Committees to gain a better understanding of their organisations assurance status and needs.

We do this by coordinating assurance arrangements – providing some structure – this is our Assurance Map.

We have well established Assurance Maps that help us to focus our work plans on the make or break risks that affect the successful delivery of services and strategic objectives. The Maps also recognise the importance of critical business systems that support successful delivery and ‘protect the business’ – the due diligence activities.

The Maps give an overview of assurance provided across the whole organisation – not just those from Internal Audit – making it possible to identify where assurances are present, their source, and where there are potential assurance ‘unknowns or gaps’.

The Maps are an invaluable tool for senior managers, providing a snapshot of assurance at any point of time. This report explores those assurances in more detail.

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.

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, operational risk registers or associated with major new business strategy / change.
- **Key projects** – supporting corporate priorities / activities.
- **Key partnerships** – partnerships that play a key role in successful delivery of services



Methodology

To ensure our combined assurance model 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.
- Considering other information and business intelligence that feed into and has potential to impact on assurance.

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.



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Key Messages

Management of risk is about assessing the probability of something occurring and the impact that the occurrence will have. The beauty of probability is that the event will occur at some time to someone if you repeat the risk operation often enough! We can do things to reduce the chance of it happening. We consider too whether we can reduce the effects of the risk when it occurs.

The risk rating reflects a point in time with a specific project and the management actions that are being applied to the activity. Some risks cannot be foreseen and our ability to react and respond to situations is an important part of our assurance approach. So within the year the collapse of Carillion could have had a catastrophic effect on the delivery of the Lincoln Eastern Bypass project but our ability to react and respond has ensured that the project has been well managed although with a re-profiling of the budget and delivery timescales.

There has been an increase in assurance levels since last year with two thirds of the Directorate activity receiving a green rating. This provides a level of confidence that the measures we are introducing to manage risk of having a positive impact. Achieving the green rating does not mean that the good practise of managing those risks is then removed so the good practise will continue to be applied and rolled out across other activities too.

Of those risks that are at Amber many are influenced by factors that are beyond the immediate control of the service involved. Increasingly, the Council is working in collaboration or partnership and some of our activities are highly influenced by central government and their funding streams and processes. This is normal and becomes a context for County Council activities that we are able to manage through a sound understanding of risk management.

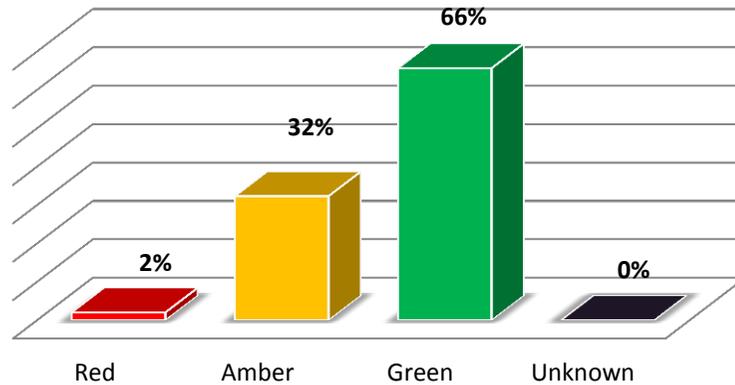
Collaboration with other organisation will remain and increasingly be a feature of the way in which we do business. So the management of risk given the shared ownership of activity becomes more important. The assurance level for the Director provides the confidence that working in collaboration can be effectively managed.

There are uncertainties in the economy especially as a result of the pending implications of Brexit. These may result in difficult trading conditions for some of our suppliers and on larger projects this can leave the Council vulnerable to business failure. Our ability to react to the Carillion collapse though does indicate the resilience that exists with the Council to adapt.

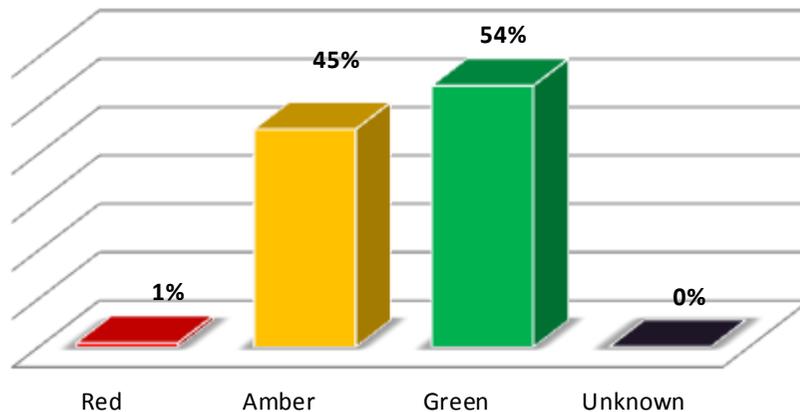


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Overall Assurance Status 2018/19



Overall Assurance Status 2017/18



Suggested next steps.....

We will continue to examine services running at Green to ensure that there is further best practise to introduce and ensure that the best practise is rolled out across other activities to aim to increase further the overall assurance levels.

Most of my accountabilities are for services that affect many if not all people in Lincolnshire – so called "universal" services, rather than ones tailored to an individual. This can lead to services that can feel impersonal and uncaring of the impacts on individuals. Our aim will be to provide opportunities for people to have a positive experience when they engage with the Council. This will be tackled by reviewing our approach to customer engagement, customer care and providing quality assurance within a performance management framework.

We still need to work hard to give good value for money with less cash than we had a few years' ago. That will mean a cycle of continuous review and improvement embracing the opportunities provided by innovation, new technologies and new ways of working



Critical Systems

The Directorate structure has been amended within year as a result of changes at Corporate Management Board (CMB) level within the organisation. This report has been collated at a point in time where change has been underway in respect of key accountabilities. Overall management for most of the year was under the umbrella of an Executive Director's Leadership Team through three Directorate Management Teams (DMT):

- Environment & Economy (the various "place functions")
- Community Engagement
- Council & Information Governance (which will include my Monitoring Officer accountabilities)

These have provided the management accountability for management of the services and associated risks. During the reporting period responsibility for the information governance and legal Services functions have been re-allocated to other parts of the CMB team.

This in part reflects the fact that the Council's information technology remains a matter for concern and is being addressed directly through the Chief Executive. The ongoing risks in this area are now reported elsewhere.

The Directorate has now been reconfigured under a Director of Place and new management structures will evolve but the fundamental principle of a Director leadership Team taking overall ownership and accountability for the services, risks and assurance will be retained.

Engagement with citizens and stakeholders is important as a means of engaging with the long term vision for the future of the County but also in terms of some of our front line services and in delivering many of our future policies and projects. We continue to develop the customer engagement aspect of the Directorate to ensure that clear and appropriate messaging through relevant and appropriate mediums is undertaken. So we are increasing our digital engagement facilities and we expect these channels to improve further, with less reliance on face to face and telephone communications.

The Directorate works closely with a range of external partners and the overall levels of assurance reflect the positive nature of many of those relationships. Continued engagement strategically with partners and ensuring that our wider communication and engagement reflects those strategic relationships will continue to be a focus for the Directorate ensuring that detailed project delivery is set within an appropriate context.



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The overall positive assurance attached to individual projects reflects this strategic messaging but also the project governance arrangements that are in place for specific projects. This reflects effective resource allocation, performance monitoring and escalation procedures to ensure interventions occur if or when required.

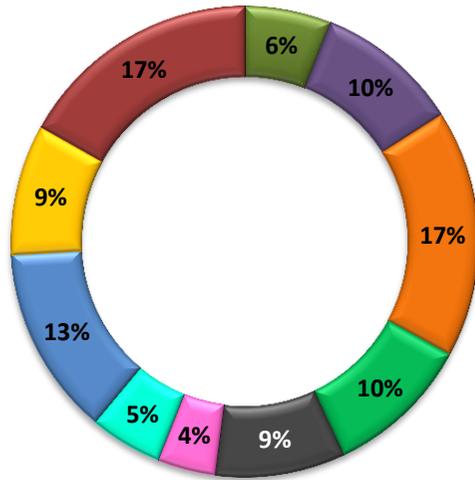
The successful project delivery also reflects the effective inter-departmental working that exists to ensure that resources are effectively mobilised to deliver wider corporate objectives. For example the joint approach to address the collapse of Carillion and the impact on the delivery of the Lincoln Eastern Bypass project reflected a joined up approach between the Directorate and other parts of the Council, a position verified by subsequent internal audit.

The complexity of many of the work-streams and projects will ensure that the Directorate will continue to use the assurance mapping process as a tool to assist in looking for ways to innovate and improve the overall levels of assurance that can be reported in future years.

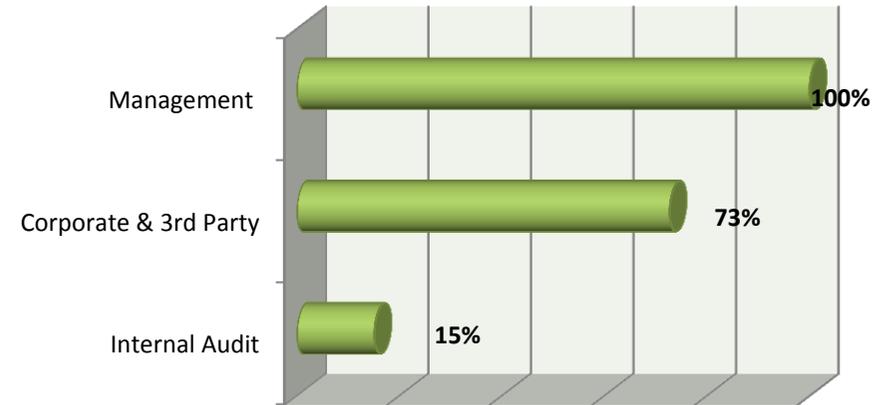


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- Sustaining and growing business and the economy
- Protecting and Sustaining the Environment
- Sustaining and Developing Prosperity through Infrastructure
- Community Resilience and Assets
- Legal
- Democratic Services
- Communications
- Key Projects
- Key Partnerships
- Key Risks



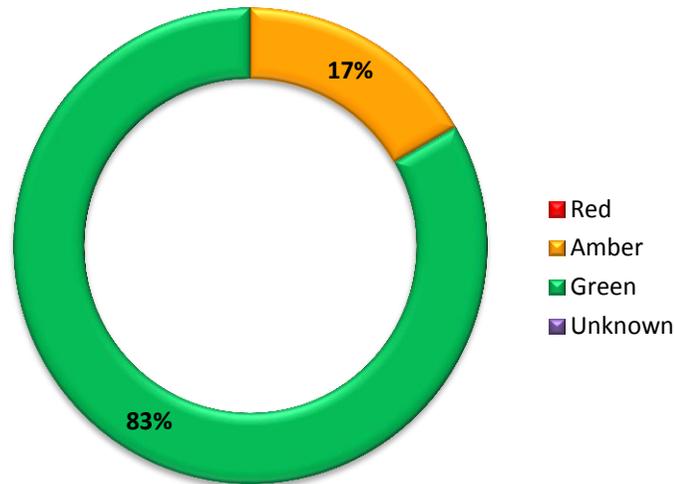
Who Provides Your Assurance





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Sustaining and Growing Business and the Economy



Overall Assurances

Green	Amber
<ul style="list-style-type: none"> • Adult Learning and skills • Business Support Programmes • Commissioning of Place Marketing • Tourism • Local Enterprise Partnership (LEP) 	<ul style="list-style-type: none"> • External Funding Generation and Management

Overall Comments

A significant level of assurance management continues to take place within the "Sustaining and Growing Business and the Economy" commissioning strategy. This is mainly carried out by third parties who provide external funding. The Head of Service and Managers take personal responsibility for preparing any assurance visits by third parties, and team members regularly receive training in programme and financial management. These layers of assurance have led to most activities being graded "Green".

Management of Risk

The Head of Service and Managers have identified that the primary risks to the service relate primarily to the ability to attract and then maintain external funding, and partly to the availability of competent staff. The management team meets each month and collectively address specific issues that feature in their analysis of overall risk or in project specific activity. A local People Plan has been implemented to support the training and development that is required for staff. Progress against each of the areas of activity is regularly reported to, and debated by, the council's Economic Scrutiny Committee.



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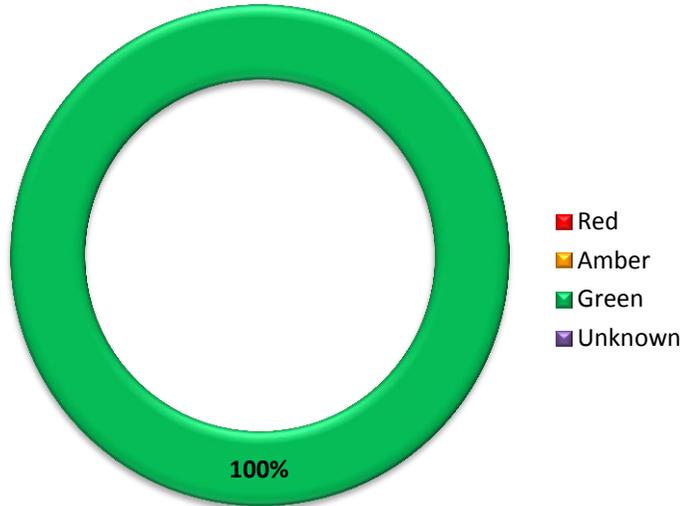
Lower Assurances

The only activity activities which are graded "Amber" relate to the attraction of external funding and to the Local Enterprise Partnership. There is a risk to maintaining external funding levels if the council's IT system cannot produce appropriate administrative reports and this will remain relevant as the council moves to an updated Business World On/Agresso system. Staff continue to work with the council's finance department on finding a solution to this risk. There is a risk to the LEP if it does not respond favourably to the government's new LEP Assurance Framework and a further, significant, risk that the government's review of LEPs could lead to reduced funding if the LEP cannot gain agreement over its boundaries. The LEP has created a task and finish group of board members to address the various aspects of the government's review. Staff have formed a small working group to ensure that they can demonstrate how the LEP's current systems meet the requirements of the government's Assurance Framework and where the systems do not meet the government's requirements then staff will adapt the systems so that they do meet the government's requirements.



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Protecting and Sustaining the Environment



Overall Assurances

- | Green |
|---|
| <ul style="list-style-type: none"> • Carbon Management • Strategic Flood Risk Management • Operational Flood Management • Environment Strategy • Waste Management (Strategy) • Waste Management (operational) • Infrastructure delivery • Minerals and Waste Planning |

- | Green |
|---|
| <ul style="list-style-type: none"> • Joint Policy Working • Archaeological and conservation/Districts advice • Operational Environment Maintenance |

Overall Comments

The overall level of assurance is good with no areas of high risk and reflects the public facing nature of much of this activity which is therefore open to public and press interest.

Management of Risk

As much of the activity operates in an environment where decisions are subject to committee decision or committee scrutiny there is a level of confidence about risk is effectively managed.

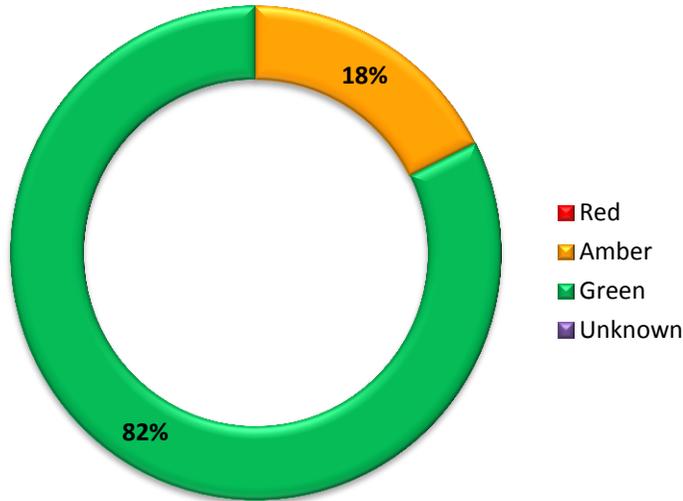
Lower Assurances

There are no activities with a lower assurance with strategies for both waste and carbon management in hand to be adopted in January 2019



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Sustaining & Developing Prosperity through Infrastructure



Green	Amber
<ul style="list-style-type: none"> • Asset Management • Civil Parking Enforcement • Events Management • Highways Alliance • Development Management (Flood Risk and Highways) • Economic Regen sites and Premises Operation • Economic Development Capital Projects Implementation • Spatial Regeneration Activities • Investment Promotion Service 	

Overall Assurances

Green	Amber
<ul style="list-style-type: none"> • School and College Transport • Social Care transport (children and adults) • Delivery of Local Transport Plan • Concessionary Fares • Network Management 	<ul style="list-style-type: none"> • Lincolnshire Public Transport Network (including Community Transport) • TransportConnect Ltd (Teckal Company) • Road Safety Partnership

Overall Comments

The overall assessment reflects the strong project management approach taken in most of these areas to provide effective assurance of the work delivered in these areas. This reflects the value attached to much of this activity and the fact that much of the highway and transport related activity are universally available services.



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Management of Risk

The use of internal policies and procedures, as well as political scrutiny, provides a level of confidence and control to senior management of the way in which these activities are delivered. The use of quality assurance systems including BS standards ensures a consistency of approach.

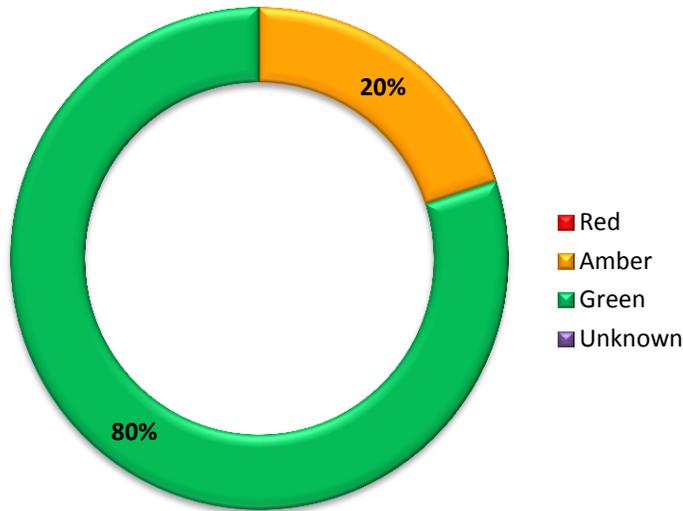
Lower Assurances

The areas of lower levels of assurance relate to uncertainty and instability of the public transport market as well as legislation changes. Funding challenges for the Road Safety Partnership, including a national review of charging for speed awareness courses, will require assessment once budgets are confirmed.



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Community Assets and Resilience



Green	Amber
<ul style="list-style-type: none"> • Volunteering Support • Library and Information Services • Customer Service Centre • Terrorism and Serious & Organised Crime 	

Overall Comments

Library and information services are now in the third year of operation under the contract with Greenwich Leisure Limited (GLL) and performance around library use remains strong and improving with no issues with regards to KPI's. However, there is a concern around IT provision to both main libraries and to community hubs where due to the age and lack of investment and upgrade, the IT is unstable and unreliable. This has had a direct impact on GLL's ability to meet 2 x KPI's as both are around IT, internet and on-line public access. Most Community Hubs are in their fourth year of operation and remain stable. Executive portfolio holder agreement has been sort and agreed to continue funding into the future under the same arrangements with existing hubs. GLL contract remains subject to monthly reporting as well as quarterly performance reporting to Scrutiny and Members, along with the presentation of an Annual Report. Discussions are now beginning in regards to the extension of the current contract.

Overall Assurances

Green	Amber
<ul style="list-style-type: none"> • Advice, Information and Support Services from Community and Voluntary Sector Infrastructure Organisations • Community Engagement and Development • Financial Inclusion • Community Hubs 	<ul style="list-style-type: none"> • Heritage • Archives



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In 2015, responsibility for PREVENT activity was moved to Local Authority responsibility under the Counter-Terrorism Act. Whilst there is no performance or inspection framework as yet, though it is now included in OFSTED, nationally, the PREVENT Steering Board has a clear action plan that reports both through Scrutiny and Local Community Safety Partnership. Additionally 2018 saw the request for presentation to Children's Scrutiny Committee which took place in December 2018, with a request for an annual update and review. The partnership remains well supported and attended with a clear growing understanding of risks and responsibilities. Additionally, training and development programmes in this area of responsibility remain core to the business and have extended beyond delivery of strategic and internal partners and are now being delivered direct to communities. Greater administrative and organisational responsibility was expected to be rolled-out to Local Authorities throughout 2017/18, however, this has now been delayed by the Home Office and the plans are now paused, with an expected delay in excess of twelve months.

The agreement for delivering Volunteer Support Services has been awarded (under a Grant Aid Agreement) and is subject to financial and performance monitoring as per the payment schedule and this is reported through Quarterly performance reporting to Scrutiny and Members as well as an Annual Report. 2018 also saw the review of the LCC Volunteer Policy

which was presented to and approved by CMB, Scrutiny and Executive Committee.

Community Engagement and Consultation activity remains an embedded part of work with ever growing requirements to adhere to the legislation as the Council continues to significantly alter or de-commission service delivery. Community Engagement process were amended and updated in 2017 with a report being presented to Executive Committee. 2018 will see the review and revision of the current 5 year "Community Engagement Strategy 2013-18. It is expected that this strategy will become broader in content and will be supported by a Members Working Group with the finished document going to Full Council in May 2018. Additionally, as part of the Community Funding work, the Community Engagement Team undertook a systematic review of the Civil Society and Industrial Strategies.

Customer Services is now in its third year of being delivered by external provider Serco. The work completed in previous years to establish more accurate forecasting has resulted in a greater knowledge of volume and more stable and known budget costs for service areas. Additionally, work continues with Serco in the areas of Relationship, Channel Shift and online self-service platforms, though the latter is limited. 2018 also saw the decision made to insource complaints.



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Lower Assurances

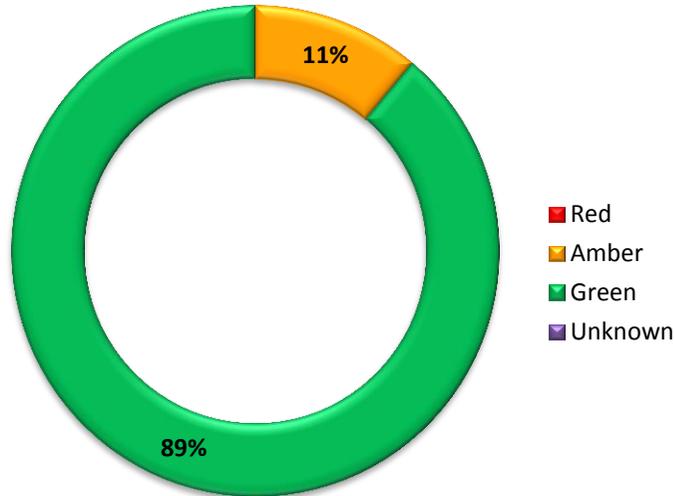
The Heritage Service has been tasked with achieving a break even budget base by 2018/19 (current operating budget of £1.1M). It will do this through a combination of efficiency savings alongside an emphasis upon commercialisation and income generation. It is recognised that this is a challenging outcome to achieve. During 2018, the service developed a Detailed Business Plan and sort approval from Executive Committee to move forward on the creation of a Cultural Enterprise Model. December 2018 saw the approval to move forward to the next stage which will include formal public consultation in early 2019.

Aligned to the Heritage Services is the recognition that the current Archives building is at end of life and no longer fit for a 21st C service. Key aspects of the archives service are statutory; others are governed by the adherence to accreditation standards. In order to progress, an Archive Project Board and Governance Board have been created to explore options resulting in two feasibility reports that were presented to Members in early 2018 with an expected decision on the favoured new site. Unfortunately, Executive Committee did not approve the recommended option and further work is being undertaken to look at other options. It is planned to take a further report back to Members in April 2019.



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Legal Services



Overall Comments

Legal Services Lincolnshire is a shared service between the County Council and Boston Borough and East Lindsey, North Kesteven, South Holland and West Lindsey District Councils. The service operates on a trading basis, covering its costs from the income it generates through charging for its services. The service was created in 2008 and has operated as a trading unit since 2010. Over that period it has consistently generated a surplus which is distributed back to the partners in proportion to their use of the service.

Demand for legal services has remained steady over the last few years despite reductions in local authority budgets. At the same time there has been an increased complexity and increased emphasis on certain types of law including public and commercial law as authorities seek to change the way in which they deliver services. Looking forward, there is a potential for current demand to become fragmented with responsibility for the commissioning legal work shifting through developments such as outsourcing and health and social care integration. The service will need to be ready to follow this work if that happens which raises complex issues in relation both to local authority powers and professional regulation. The increased emphasis on new areas of law such as company formation means the service must ensure its skill sets keep pace with client expectations.

Overall Assurances

Green	Amber
<ul style="list-style-type: none"> • Legal Services Lincolnshire • Property • Highways and Planning • Commercial and Information • Education, Employment and Prosecutions Adult Social Care • Legal Governance • Civil Litigation 	<ul style="list-style-type: none"> • Child Care



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The service holds the LEXCEL quality mark which is a Law Society approved and accredited mark evidencing excellence in legal practice management and client care. This gives a high level of externally assessed assurance that the processes and procedures within Legal Services Lincolnshire reflect best practice in the management of a legal service.

Management of Risk

Legal Services manages risk through its LEXCEL procedures. The service maintains a risk register of strategic, operational and regulatory risk which is monitored and reviewed through meetings of the Legal Management Board and the service's management team on an annual basis. All legal files are reviewed for risk on opening and regularly as they proceed.

The key risk facing the service is one of resourcing. The service has experienced a combination of increased staff turnover and recruitment difficulties over several years. There has consequently been a greater than anticipated reliance on locum resource to meet demand. Whilst this has meant that services have consistently been delivered, use of locums is both more expensive than employing staff and can lead to difficulties in ensuring continuity of services.

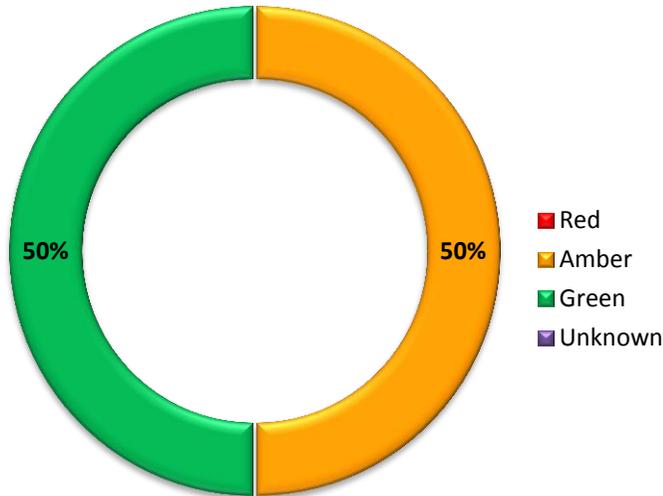
Legal Services has been identified as a difficult to recruit to area and is receiving support from People Management to address the retention and recruitment issues.

Historically the availability of a locum solicitor market has meant that the permanent recruitment risks have not been sufficient to take the assurance level below green. However, in key areas of our work including child care the locum market itself has contracted meaning that recruitment difficulties increasingly apply to both permanent and locum staff. This means that the in-house resourcing of the County Council's demand for legal services in some areas is challenging. The partial amber assessment reflects the extent of these difficulties which the service continues to seek to address through the hard to recruit support it is receiving from People Management



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Democratic Services



Overall Assurances

Green	Amber
<ul style="list-style-type: none"> Democratic Services Civic Support 	<ul style="list-style-type: none"> Member Support including Learning and Development Scrutiny

Overall Comments

Every County council election result provides its own set of challenges and 2017 was no different. The 2017 election brought us a party with a large majority and an overall membership including more working age people, people with caring responsibilities and over 50% of councillors representing both the county and a district council. These dynamics, in conjunction with the desire for continued political inclusivity and robust scrutiny, have meant that it has sometimes been difficult to fill every seat for every committee despite the best efforts of all those involved. The planned review of the new scrutiny arrangements has been rescheduled to include the results of the report from the Government in response to its Select Committee set up to consider the effectiveness of scrutiny in local government. The report was due to be published in January 2019.

Member development continues to be led by a cross-party Councillor Development Group, which meets regularly to consider the development needs of councillors.

Councillors have also been impacted by the much documented IT issues experienced by the Council as a whole and one of the biggest challenges faced by the Democratic Services Team over the past 12 months has been ensuring that councillors have had connectivity in relation to both the Council and their electorate. The introduction of SIM cards for all councillors earlier in 2018 and a stabilising of the software



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solutions for councillor IT hardware in the last few months give us hope that a corner has been turned in terms of the reliability of the councillor IT offer

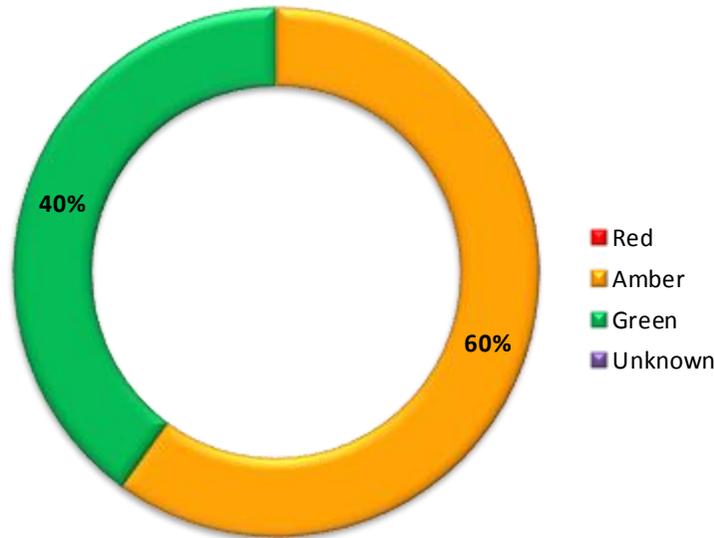
Management of Risk

Implementation of the team's Business Continuity Plan, including the use of alternative devices, has reduced the reputational risk caused by IT issues. Publication of agendas has continued to meet legal requirements, despite pressures created by late papers.



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Communications



Overall Comments

Strategic Communications plan as much as possible to anticipate key issues and produce integrated communication plans and messaging across all platforms and for all service areas. The team covers internal and external communications, media management, the production and distribution of County News three times a year as well as other publications and regular campaign work. Fully integrated digital communications, social media and oversight of the council's website is also in place. Work to migrate the website content to a new platform and ensure the best customer journey is the main focus of the digital team for the first 6 months of 2019.

Management of Risk

Strategic communication staff engage across all directorates and with senior councillors to ensure communications are timely, relevant and accurate. Staffing levels have impacted on service delivery and priority is employed to cover the impact of reputation management. Updated ICT equipment has helped improve our service but network issues still restricts the quality of output and this will continue to be an issue as the team expand their social media output.

The team's main statutory duty is Warn and Inform (emergency planning), leading on communications in an emergency or crisis. Not all agencies that make up the group have a paid rota for out of hours working. This is indeed the

Overall Assurances

Green	Amber
<ul style="list-style-type: none"> Corporate Communication Strategic Partnership 	<ul style="list-style-type: none"> Media Management Internal Communication Warn and Inform (Emergency Planning)



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case for Lincolnshire County Council communications and Pete Moore is currently looking at implementing a comprehensive out of hours rota for the team.

There is an expectation that there needs to be a comprehensive cover by more agencies on site or at an emergency on the ground. Should there be a significant event such as severe weather or a flu pandemic, there does not appear to be an overall county wide resilience plan. This is being considered by the LRF board and an expectation is there to provide better out of hours cover for the Warn and Inform cell to build resilience into the function.

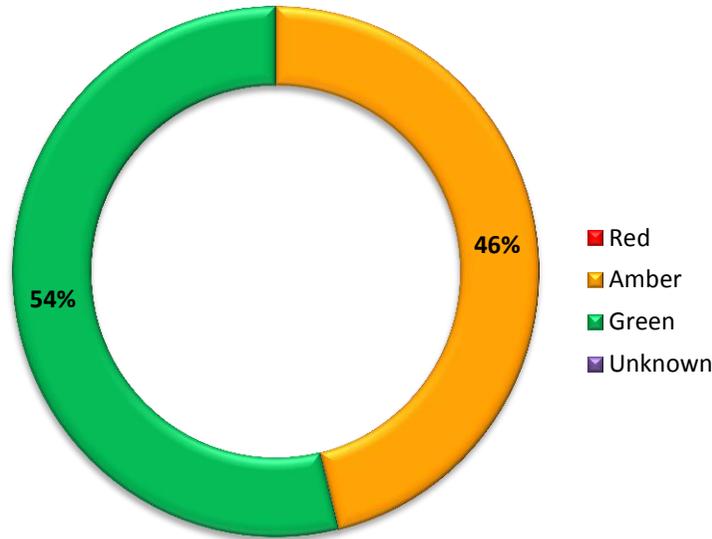
Lower Assurances

The digital team have improved integrated communications, including web, digital and social communications. Corporate response to emerging issues such as ICT failure has been tested over the past year and the communication between internal teams liaising with strategic communications has been improved. Corporate response to internal emergency issues is being worked on.



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Key Projects



Green	Amber
<ul style="list-style-type: none"> • Transport IT Development • Holbeach Food Enterprise Zone • Carbon Management Plan 3 	<ul style="list-style-type: none"> • Skegness Countryside Business Park

Overall Comments

The overall positive assurance attached to individual projects reflects this strategic messaging but also the project governance arrangements that are in place for specific projects. This reflects effective resource allocation, performance monitoring and escalation procedures to ensure interventions occur if or when required.

The successful project delivery also reflects the effective inter-departmental working that exists to ensure that resources are effectively mobilised to deliver wider corporate objectives. For example the joint approach to address the collapse of Carillion and the impact on the delivery of the Lincoln Eastern Bypass project reflected a joined up approach between the Directorate and other parts of the Council a position verified by subsequent internal audit.

The complexity of many of the work-streams and projects will ensure that the Directorate will continue to use the assurance mapping process as a tool to assist in looking for ways to

Overall Assurances

Green	Amber
<ul style="list-style-type: none"> • Spalding Western Relief Road • Lincoln Eastern Bypass • Highways 2020 Tender • Anderby Creek carpark and Chapel St Leonards boardwalks 	<ul style="list-style-type: none"> • Archives Building Project • Grantham Southern Relief Road • Panacea Software • Assessing the impact of the scrutiny review • New LCC Website



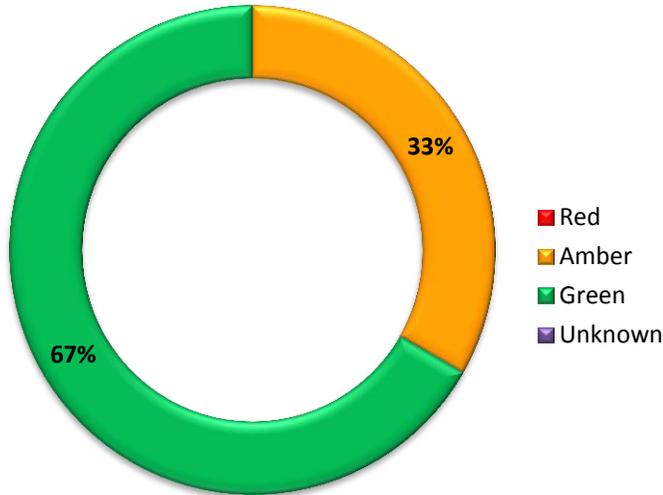
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innovate and improve the overall levels of assurance that can be reported in future years.



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Key Partnerships



Green	Amber
<ul style="list-style-type: none"> District Electoral Officers Team Lincolnshire 	

Overall Comments

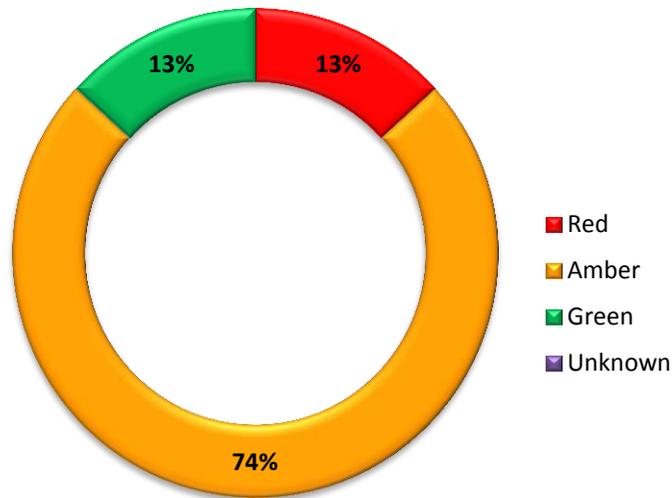
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Overall Assurances

Green	Amber
<ul style="list-style-type: none"> Central Lincolnshire Local Plan and SE Lincolnshire Local Plan Strategic Flood Partnership LEP Partnership Board Lincolnshire Wolds Countryside Service 	<ul style="list-style-type: none"> Lincolnshire Waste Partnership Warn and Inform Partnership Midlands Engine



Key Risks



Red Operational Risks:

- Current archives building not fit for purpose
- Libraries ICT

Unsurprisingly, projects have the highest strategic risk rating because progress relies on several areas of uncertainty, in particular: funding, partnerships including developers, statutory processes, inherent technical issues and inflationary pressures. Risk mitigation is built into projects and the effective project management systems ensure most risks are managed.

There are, however, risks that cannot be planned for but as with the Carillion collapse the reaction to and response to risk is key. Many projects demand high amounts of capital expenditure and once a project commences it is likely to be completed irrespective of cost but with a recognition of this situation and the financial implications attached audit work is underway to review how capital programmes are managed. Of the risks currently rated as red these relate to projects where the reason behind the rating is understood and feasibility work and planning is underway to address the risk

Strategic Risks

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

Projects