



Progress Report

September 2019



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Introduction

The purpose of this report is to provide an update on:

- The key strategic and operational risks facing the Council;
- The activities being undertaken to support the Council in developing a culture of being 'Creative & Aware of Risk' in line with the agreed risk appetite.

It is also to provide assurance on the effectiveness of the Council's risk management arrangements.

Key Messages

Overall the strategic risks continue to be managed pro-actively.

There is a good level of awareness of current and emerging risks that could impact services.

Our Strategic Risks – see Appendix 1

5 Risks with Substantial Assurance

Safeguarding Children (1)
Safeguarding Adults (2)
Resilience (3)
Budget (6)
Recruitment / staffing (7)

4 Risks with limited Assurance

Market Supply – Adult Care (4)
Strategic Contracts (8)
Cyber (9)
IT Infrastructure (10)

Cyber is high risk. Improved position but outstanding implementation of actions means assurance is still limited.

1 Unscored Risk

Major projects has been defined in terms of risk (see below)

Actions are in place to review, score the risk and provide an assurance rating.

1. The Council wishes to be creative and open to considering all potential delivery options, with well measured risk taking whilst being aware of the impact of its key decisions.

Our Operational Risks – see Appendix 2

2 Risks Require Escalation

Place;
Increasing expectation (1)
Failing to meet obligations (5)
(See below)

These will be taken to the next Corporate Risk and Safety Steering Group (CRSSG) for further discussion

No risks with Low Assurance

All Childrens Risks have Substantial Assurance

Major Projects – Strategic Risk

There are a number of actions which have already been identified by the risk owner to support the control of this risk

- As part of the new Corporate Leadership Team (CLT) leadership we will develop and adopt a 'One Council' approach and this will apply to programmes and projects.
- This is already being delivered through plans to introduce consistent approaches to similar work across the Council and where appropriate 'pulling together' teams and moving their line management accountability into the corporate centre. This will include performance reporting for the corporate plan, business as usual and projects and programmes.
- Work is being undertaken to establish the highest priority projects and programmes across the Council and these will then start to be reported consistently to Members and CLT. This will provide an opportunity to support and challenge existing delivery and further work will be undertaken to understand dependencies and sequencing of activity across projects.
- Resources will also be allocated based on priority.
- Greater importance will be placed on the content of business cases and a stronger focus on benefits realisation.

Major Projects – strategic risk – cont.

This will result in the need for;

- Consistent corporate framework, process and documentation
- Gateway approach prior to any commitment to a new project or programme commencing
- Corporate Programme Management Office will be established
- Standardise and transparent informal decision making
- Professional Programme and Project network across the Council
- Corporate pool of generic Project Managers allocated by priority
- Specialist Project Managers to remain in service
- Implement Corporate Project reporting

With the significant work that will be required to be undertaken including the allocation of resources the revised corporate approach will not become effective until April 2020.

Increasing expectation – Place operational risk

This identifies a risk around the growing expectation and implication of consideration of environmental sustainability which could lead to increasing costs.

The impact of this would result in growth becoming sustainable.

Currently this is has limited assurance so it is being escalated to the CRSSG for further discussion and challenge around the controls.

Failing to Meet Obligations – Place operational risk

This identifies a risk that as a result of falling budgets and or staff capacity the ability to meet obligations, including statutory ones recues.

This could lead to increased public and legal challenge, safety and welfare risks and increased claim levels.

Whilst the assurance level around this is substantial it is being escalated to CRSSG for further discussion across all Directorates.

Governance Review

With the changing of the structure of the council an opportunity was taken for a root and branch review of the governance arrangements for risk management and health and safety.

Whilst we are effective at managing risk this approach will provide an ability to reflect and review on our processes and look for improvements. This will give a greater level of assurance to the way risks are managed.

A report on the outcomes of the review with intended actions will be reported in February 2020.

Brexit

A review of the risks associated with Brexit was carried out earlier in the year and at that time it was agreed that none of the risks identified needed escalating to the strategic risk register.

We continue to update the risks associated with Brexit and the potential impact on delivery of our services.

Looking Forward

Corporate Plan

As part of the review of the corporate plan the strategic risks will be reassessed to ensure they are aligned to the new priorities.

This will also provide an opportunity to consider future emerging risks.

Supporting Others

Our reputation for exemplar risk management has led to other authorities approaching us to help them strengthen the processes and training they have. We have been able to support a number of other local authorities whilst still ensuring we deliver internally.