

Combined Assurance

Status Report Finance & Public Protection



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Introduction

This is the third combined assurance report for Finance and Public Protection.

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

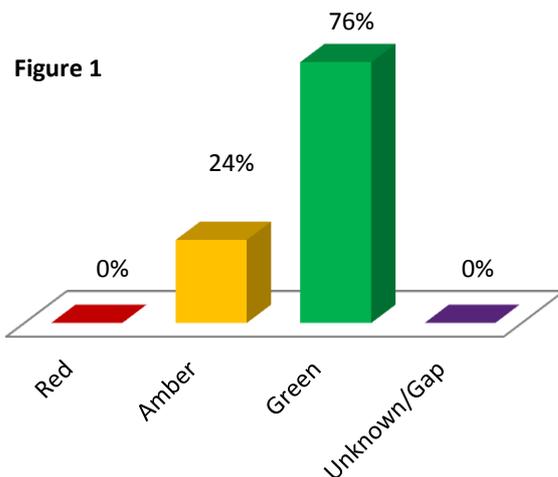
The Finance and Public Protection directorate provides a mix of front line services, corporate support to other services and also plays an important part in providing assurance systems across the whole Council, including those through the work of Finance and Corporate Audit as well as through the general management of our services. The directorate utilises the Council's corporate approaches to assessing risks and assurance levels. That includes management review, use of corporate systems and processes and independent review by internal and external audits and other external accreditation and inspection. The Council once again got an unqualified audit opinion on its accounts from our external auditors.

The directorate has continued to manage considerable changes, including further staffing restructures (including the in-sourcing of accountancy and health and safety services) and other service changes to address reduced budgets in future years. That financial consolidation will continue across the Council for some years to come due to the expected trajectory of Government funding reductions for the rest of this decade. It will require not only the most efficient ways of doing our work but an assessment of what we do and perhaps also a measured consideration of how we assess and manage risks, including assessing what are appropriate levels of assurance and control.

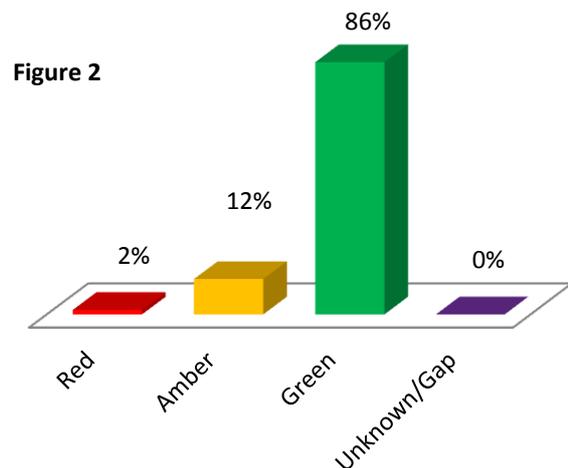
A major ongoing programme of work is the transition to new contract arrangements for many of our back office services – to both Serco and to Vinci / Mouchel. Both transitions are on track to be completed by the contracts start date of April 2015. Considerable work is also being done at the current time to ensure the successful testing and implementation of Agresso, which will replace SAP as the council-wide enterprise system.

I am satisfied that the overall assurance assessment for the directorate represents an accurate picture based on both internal processes and independent review. Whilst there is a slightly lower level of critical services that have assessed as complete assurance we have moved forward those where we had no assurance in the previous year. I am pleased that the directorate is still providing a high level of assurance and where we have assessed partial assurance at this time it is because services are going through a period of change and transition, such as the youth offending service and risk / insurance services.

**Overall Assurance Status
Critical Activities - 2014**



**Overall Assurance Status
Critical Activities - 2013**



Next Steps

The Key challenges over the next 12 to 18 months have been summarised in the Key Messages section of this report, together with the service summaries. Key programmes of work will have appropriate plans and milestones and risks assessed and managed on an ongoing basis.

The most significant corporate programmes of work for the Directorate over the next 12 months are:

1. Budget planning in response to the national spending review covering the period after 2015/16, together with any further announcements of longer term funding in respect of the Care Act and the Better Care Fund.
2. Effective implementation of the new contract arrangements with Serco and VinciMouchel for support services.
3. Effective implementation and rollout of the new Agresso system.
4. Discussions with key partners (particularly Lincolnshire Police and Health) regarding changes to funding and development of updated, joint commissioning strategies

Over the next 12 months we will seek to ensure that our services maintain a high level of assurance and address areas identified for improvement.

Critical Systems



Assurance around the critical activities and systems identified for Finance and Public Protection remains strong. There is a high level of management assurance with all areas classified as 'green' or 'amber' (please refer to Figure 1 on Page 4 of this report).

Additionally, many of the critical activities are supported by high levels of corporate or third party assurance. These may be provided through regular reports submitted to Scrutiny Committees or processes such as Peer Reviews.

Assurance is also provided through reviews conducted by Corporate Audit and Risk Management. This provides independent oversight and added value through recommendations made for improvement and complements any external reviews or inspections carried out. Any recommendations made are monitored to ensure implementation with progress reported to the Audit Committee.

Figure 3

Finance & Public Protection Distribution of Assurance

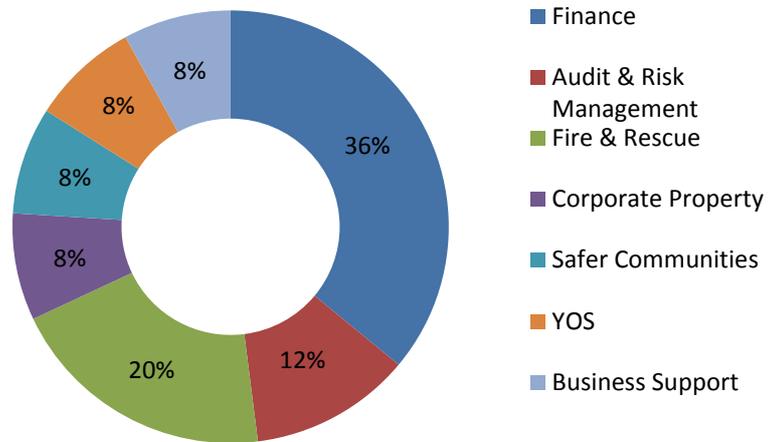
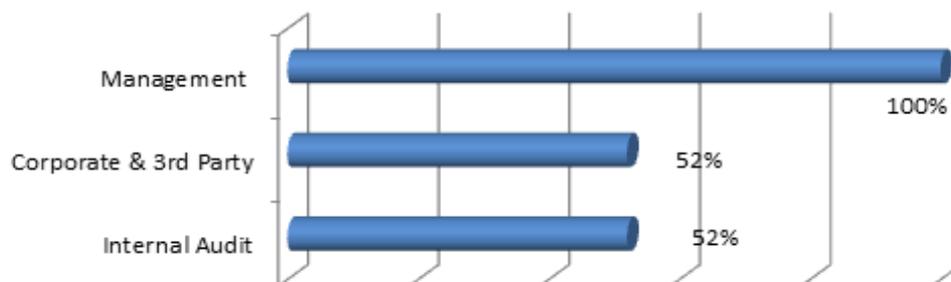


Figure 4

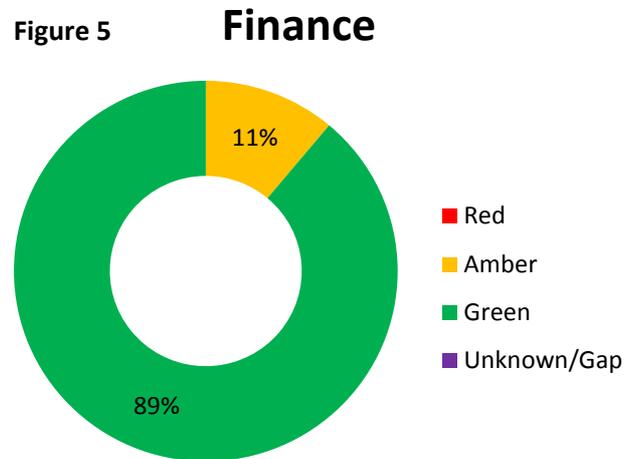
Who Provides Your Assurance



Finance

We continue to maintain a well-controlled financial regime within the Council. There continues to be presently no areas where the level of assurance is at an unacceptable level. In general, the current assurance level has improved over the last year from what was already a good base position.

Historic problems with accounts closure and financial statement preparation have been completely eradicated with favourable external audit comment being received again this year.



The service does, however, face significant challenges going forward – particularly in the year commencing April 2015. The nature of these challenges stem from the following issues:

- The migration from SAP to Agresso as the main financial system of the Council. This includes major changes to business processes and introduces high levels of self service and attendant changes to the internal control regime.
- The need to make direct cost savings within the service in response to the Fundamental Budget Review.
- The need to tailor the service to provide the nature and level of financial support consistent with the commissioning council model adopted by the County Council.
- The need for the service to contribute constructively to the increased joint working developing with colleagues in Health in the light of such initiatives as the Better Care Fund and LHAC.
- The transfer of the pensions benefit service for local government and fire pensioners from Mouchel to the West Yorkshire Pension Fund.
- The need to fundamentally restructure the service in light of all the above.

The above represent a real challenge for the service and put the current assurance level of predominately green at risk during 2015/16, in particular. The vast majority of the amber assurance levels assigned during this exercise result directly from the above issues. All are being actively managed but until concluded a material level of risk will exist.

Audit & Risk Management

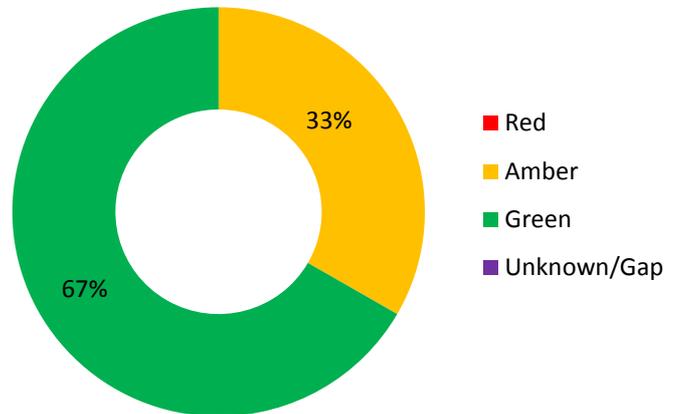
The Audit and Risk Management Service continues to provide an effective assurance function to the Council – working well with senior and operational management.

The service, similar to all other services of the Council, has needed to respond to the Fundamental Budget Review. The overall service budget is likely to reduce by 10% with effect from 2015. This is in addition to the 25% already reduced from 2011.

We have 5 key service areas – all aiming to protect and ensure that the Council is run well, namely:

Figure 6

Audit & Risk Management



Internal Audit – Green

Our performance and delivery is monitored through the Audit Committee – who have assessed the Internal Audit Service as effective and conforming to the Public Sector Internal Audit Standards. We continue to meet agreed performance measures with feedback from clients on the value of our work remaining – good to excellent.

We continue to work well with the Council's External Auditors – KPMG to ensure the Council makes the best use of its combined audit resource. KPMG place reliance on our work where appropriate.

The internal audit work plan focuses on the key risks and critical activities of the Council which support the Head of Internal Audit annual opinion on the Council's governance, risk and control environment.

Counter Fraud – Green

Our Counter Fraud arrangements continue to be effective and monitored through the Audit Committee.

We have made good progress against the work plan for 2014/15 having completed work in a number of key fraud pro-active areas, particularly around fraud awareness.

The Department for Communities and Local Government (DCLG) have made £16m available to Local Authorities to tackle fraud for a two year period. We are pleased to report that Lincolnshire's bid (£200,000) was successful.

We aim to create a Lincolnshire Fraud Partnership comprising counter fraud specialists and subject area experts from Lincolnshire County Council and seven district councils with the aim of:

- delivering joint fraud proactive exercises across Lincolnshire

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- developing and delivering an effective co-ordinated fraud awareness programme
- sharing intelligence, investigative resource, expertise and best practice

Risk Management - Amber

The way the team supports the Council to help promote well measured risk taking and decisions will need to be reviewed following the removal of the Strategic Risk Manager post as part of the Senior Management Review in September 2014.

Our review and oversight of the Strategic Risk Register and will be scaled back for the remainder of 2014/15 to reflect reduced resources.

Our development of a new risk management financial procedure, guidance and toolkit has been completed and is currently out for consultation. The roll out of these documents will support the planned training for 2015 – all aimed to enhance risk management capability in the Council.

A recent internal audit on Risk Management also identified some areas for improvement. High and medium recommended actions have been progressed with implementation being monitored – all actions are planned to be delivered by the 31st March 2015.

Health & Safety – Green

Work on the Future Delivery of Support Services – Health and Safety is on track for commencing on the 1st April 2015. We have been working with Health and Safety representatives to develop a service level agreement for the in-house team. Further work and events to support the staff transferring to the Council is planned for January – March 2015.

We continue to effectively monitor the delivery of operational health and safety through the Mouchel contract.

Further work is necessary to raise the profile of Health & Safety risks and role and responsibilities in the Council. Our team will support this through the Risk and Safety Group during 2015.

Insurance – Amber

In the last report we identified that a number of service quality issues needed to be addressed. Whilst progress had been made there remains still a lot to do to ensure that the systems and processes supporting the insurance team are 'fit for purpose'.

A recruitment exercise is underway for a new Insurance Manager and temporary support has been put in place to help with the renewal of all of the insurance policies due on the 1st April 2015.

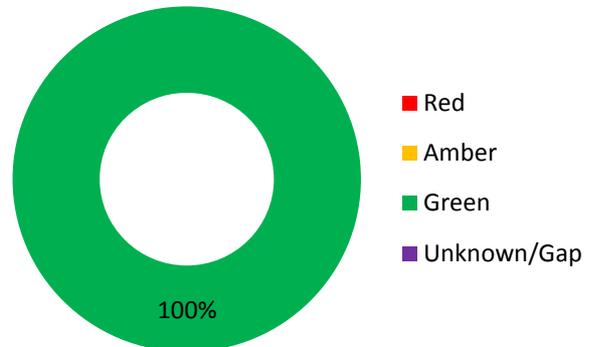
A recent review of the insurance fund and insurance programme has confirmed that the reserve is adequate and identified some areas where our insurance programme could be improved. This information will help inform the tender process for 2016 – when all our major policies long term agreements come to an end. Planning for this major procurement will commence in February 2015.

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

Fire & Rescue



Formal management assurance is conducted through monthly Service Management Board, quarterly Performance Management Board and 6-weekly Programme Management Board meetings. These focus on the effective functioning of critical activities and ensuring key outcomes are met.

Auditing of operational incidents is conducted in accordance with Lincolnshire Fire and Rescue’s integrated Quality Assurance policy. This is complimented by annual operational readiness inspections of all its fire stations.

In accordance with the Fire and Rescue National Framework for England the Service produces an annual Statement of Assurance covering financial, governance and operational matters. The Statement of Assurance 2013-14 was published in November 2014 following submission to the Community and Public Safety Scrutiny Committee.

Third party assurance is achieved through peer challenge. Examples include: the Local Government Association and Chief Fire Officer Peer Challenge conducted in October 2012; an assessment of the Service’s national resilience capabilities by the National Resilience Assurance Team in July 2014; and accreditation of the Service’s quality assurance framework by Skills for Justice Awards and endorsement of 2 key training courses by SkillsMark® in October 2014.

Corporate risk areas include the continued development of Information Communications Technology to meet the needs of the Service, on-going industrial action around fire-fighter pensions and future budget pressures.

Emergency Planning

The County Council has a number of lead roles and responsibilities in any emergency. These include the welfare of victims and evacuees, provision of emergency shelter, co-ordination of the voluntary sector and also a community leadership role. The council would also lead on all recovery efforts.

The council continues to build resilience and capacity to meet its duties, including arrangements for mutual aid from neighbouring counties and further strengthening of our ‘command, control and coordination’, especially at the tactical (Silver) and Operational (Bronze) levels.

Our resilience and planning was severely tested during the tidal surge of December 2013, and although, in the circumstances, we delivered an effective forecast-led response and recovery, we continue to ensure the lessons learned are fully implemented. The value of training & exercising was proved when the lessons and experiences from Exercises Watermark (2011) and Georgiana & Lazarus (2013) were successfully applied.

The service continues to have an influence on national resilience planning and policy. This includes its ongoing work with lead Government departments, flood risk agencies and other coastal counties to coordinate responses to Tidal Surge, and being cited as ‘good practice’ in national reports (e.g. Cabinet Office guidance on Evacuation & Shelter, National Audit Office report on Strategic Flood Risk Management and Department for Communities & Local Government (DCLG) good practice guide on ‘local authorities’ preparedness for civil emergencies). Our Head of Service also recently gave evidence to the House of Lords ‘Justice & Home Affairs’ programme.

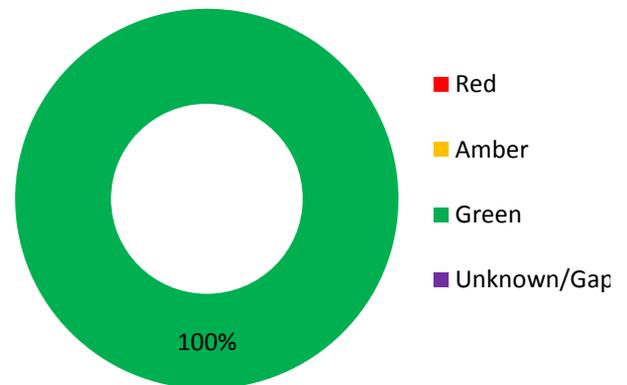
The service won a fourth national resilience award for the ‘Safe Havens’ project – strengthening community resilience through education. This simple but effective project developed a curriculum package to encourage pupils to prepare planning for the use of their school / academy as evacuation centres.

The council remains the driving force behind the Local Resilience Forum (LRF), a partnership held in high regard nationally, and completed the first LRF Peer Review exercise in England & Wales together with Devon & Cornwall LRF, assisted by DCLG.

The service assumed responsibility for the council’s business continuity management during 2013, and held the first ever ‘business continuity promotion’ week of activities in October targeting the some of the key economies including the health & social care sector.

Figure 8

Emergency Planning



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Priorities going forward include:

- Strengthening the resilience and preparedness of the health & social care sector (especially care providers)
- Renewal of the Service Level Agreement with District/Borough Councils to provide emergency planning & business continuity services (this agreement accounts for a third of budget)
- Renewal of the strategic plan for the Local Resilience Forum (for the 2015-17 period)
- Identification of further joint working and collaboration opportunities with partners within the county and on a wider 'footprint'

Corporate Property

Property Strategy (Green)

The property strategy is established and reported twice yearly to VFM Scrutiny Committee and Corporate Management Board. The Corporate Asset Management Plan was revised in March 2014 and presented to the Property Board. Clear property Governance remains in place with the Property Board held monthly with the Executive Member and Executive Director for decision making. A stakeholder group will be launched in early 2015; this will reflect the Council's Commissioning strategies. All property activity is managed as a programme and appropriate governance is in place.

Property Management (Green)

Centrally managed estate - This is managed by the Corporate Property Team in conjunction with Mouchel. There is good control. The service is a member of CIPFA to enable best practice to be identified.

Directorate estate (i.e. Fire Stations, Schools etc.) - Corporate Property provides support to the directorates to help improve their property management using the Total Facilities Management contract. A Corporate Landlord model is being rolled out which will increase control of these assets further, it is a phased approach and in the first year Directorates have been required to record all property spend in the same format to enable reporting to commence in 2015/16 using Agresso.

Health & Safety - an audit of compliance was undertaken in 2013. The Responsible Persons Programme continues to be rolled out. The new Property Services contract procurement has been completed and safety is the key component of the new contract with performance measures and payment linked to compliance.

New Property Services contract - The new property services contract with VinciMouchel will commence on 1st April 2015 following an intensive 18 month design and procurement process. The new contract uses the NEC form of contract which enables substantially better contract management and control for the Council.

County Farms (Green)

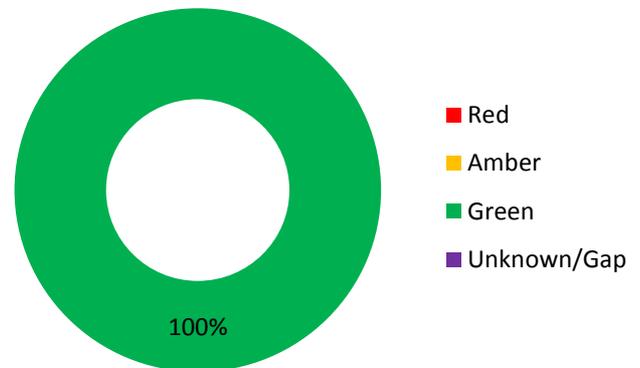
The farms estate is managed on a commercial basis working with Savills as agents. The approach is to:

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

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

Figure 9

Corporate Property



Business Support

Business Support provides a multi-disciplinary support service across the majority of Council service areas. The service focuses on cross skilling staff to increase resilience and improving processes to develop a more efficient support function.

Support provision to Child Protection and Adult Safeguarding is a core function of Business Support. Extensive work has been completed with both Adult Care and Children’s Services resulting in the implementation of a specialist team to support regulated conferences and meetings to ensure core performance targets are achieved. Workflow is regularly monitored and improvements have been made to ensure production of quality case reports and improve statutory reporting. A comprehensive training programme for staff has been implemented across Business Support to ensure appropriate skills are in place.

The Blue Badge service is operated through Business Support providing disabled parking badges to the public of Lincolnshire. Processes continue to be reviewed and improved. Additional staff have been cross trained to increase resource availability to deal with workflows. Blue Badges are input into a national database (BBIS) providing management data on volumes of workload and levels of activity to ensure the service is robust with additional local reporting to ensure service targets are achieved. Work is also ongoing across partners to improve enforcement of Blue Badges and to reduce fraud and misuse.

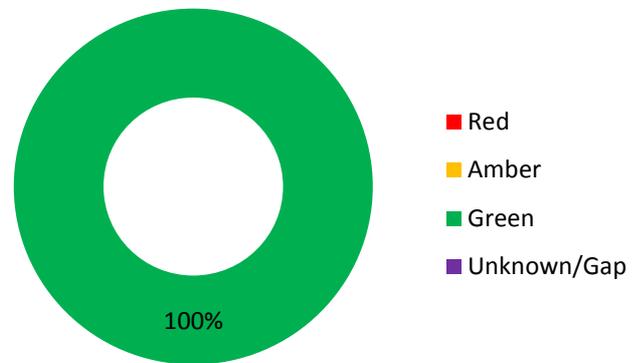
A centralised team undertakes the majority of purchasing across the Council which provides improved oversight of workloads and supports improvements to financial processing. Regular reporting of work and spend is available linking through to the Council's strategies for procurement. The planned implementation of Agresso will significantly change the way the Council manages its purchasing activities which will further strengthen compliance and governance of purchasing activity.

The Customer Finance Team (Financial Assessment and Direct Payments Team) has been strengthened through increased resource and skills development and performance consistently exceeds critical performance indicators which are regularly reported to Adult Care. Significant work has been undertaken to rationalise processes to improve customer experience and reduce direct payment backlogs. Business Support also supports a service user co-production group to obtain feedback and suggestions on how the customer experience can be improved.

An emerging risk in the integration of Personal Health Budgets into our core processes is being managed through a working group, who are reviewing both service provision and processes around how direct payments to Service Users across Adult Care and Health can be combined.

Figure 10

Business Support



Safer Communities

Trading Standards

Through a nationally adopted intelligence operating model work continues on ensuring the work prioritised for action fits the smaller resource base of trading standards officers. An intelligence led approach similar to that used by the police is used to identify consumer areas that are causing the most detriment and areas that target those least able to protect themselves.

The service has now worked on a generalist basis since 2011. Although a lot of training has taken place there are still some risks around legal process.

One route to address the issue of resilience around specialist skills, knowledge and experience is to look at a shared service with another authority. A project has just commenced working with Leicestershire and Northamptonshire to look at the feasibility of a shared service. Although this does bring minor risks whilst the process is being examined.

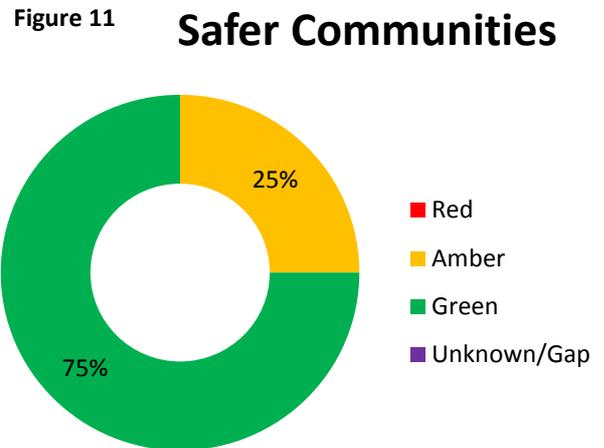
There remains a risk in the services ability to respond to a major animal disease outbreak or food safety incident due to reduced staff numbers and experience.

Commissioned Services and Contract Management

Much of this work involves working closely with partners especially the Police and Crime Commissioner. From 2015 the budget for commissioning will be reduced although reserves will be utilised. It is hoped to make better use of data analysis to inform sound commissioning decisions and contract management actions.

Safeguarding and Partnerships

With the expansion of Adult Safeguarding duties within the Care Act 2014 there is a risk that there may be duplication across our safeguarding work especially with people at risk from domestic abuse, substance misuse and financial abuse. In recognition of this we are working with partners through the Adult and Children's Safeguarding Boards.

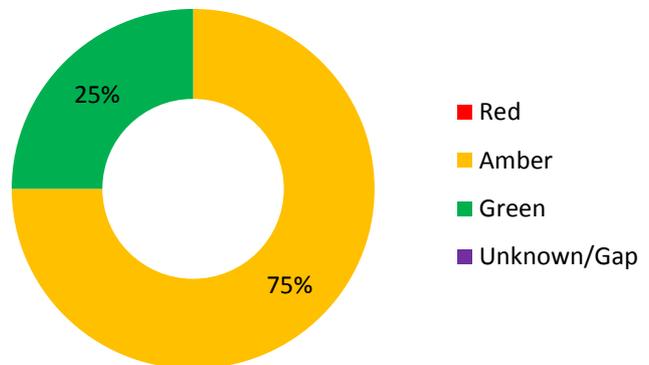


Youth Offending

Lincolnshire Youth Offending Service governance and scrutiny is provided by the YOS Management Board, which is chaired by the Executive Director Finance and Public Protection. It is this Board that has the statutory responsibility for the strategic direction of Youth Offending within the County.

The current HMIP inspection framework is risk based and driven by key performance data and feedback from other inspectorates. Internal audit work is continually undertaken and the standards are aligned to the current inspectorate benchmarks.

Figure 12 Youth Offending Service



The LCC Fundamental Budget Review in conjunction with expected grant reductions from central government will require the YOS to critically evaluate its current structure and how it delivers services to young people and victims throughout Lincolnshire. There is a necessity to look at changes within youth justice and at what juncture we engage with young people to maximise our effectiveness whilst maintaining oversight of key areas of risk.

The current rate of re-offending remains a key area of challenge for the service and for the Youth Justice Board nationally. In terms of performance Lincolnshire sits below the regional and national average. There is a core of complex and challenging offenders remaining in the system and work is underway to draw out qualitative data to better understand their offending related needs. The national re-offending rate for those leaving custody stands at nearly 73% which has prompted a government review of youth custody.

Work around Integrated Offender Management, resettlement and transition to adult services remains a focus. However the longer term reduction in both the offending cohort and the number of offences represents on-going progress. The rates of young people sentenced to custody in Lincolnshire remain relatively low which is underpinned by a strong relationship with the Youth Court and Crown Court and by providing credible sentencing proposals. The cost of Youth Custody per person over a 12 month period represents an average of £100,000 per year which in some cases can rise to nearly £250,000.

The cost of young people remanded to custody can be as much as £700 per person each night. This cost is passed back to the local authority with young people on remand also acquiring Looked after Children (LAC) status. During 2013-14 the service managed this risk within the allocated budget provided by the Ministry of Justice. There are positive examples of joint working with Children's Services to minimise the impact of this legislation. It should be noted that single spike events as witnessed recently involving multiple young people have the potential to incur a significant financial burden on the authority. A renewed focus on accommodation availability and remand foster carers must be maintained to mitigate this risk.

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Work is underway with partners to develop a better understanding of the scope across Lincolnshire of child to parent domestic abuse. A number of agencies have brought forward anecdotal evidence to suggest that this may represent a growing trend of abusive behaviour by young people towards their parents. This may then necessitate the development of appropriate training and interventions across a number of agencies

There are increasing concerns regarding young people's use of new psychoactive substances (NPS) and the detrimental impact on their behaviour. However evidence now suggests a strong correlation between rising school exclusion numbers and the use of psychoactive substances as children demonstrate challenging behaviour and conflict with school policy. Work within the NPS steering group is geared towards education of children and young people to highlight the risks associated with using such substances.

The issues surrounding the placement of young people in Lincolnshire and doubts around the suitability of some private care providers have been fully escalated by all partners to OFSTED to promote greater scrutiny of this risk. Many such young people exhibit high risk behaviour including persistent episodes of going missing and a small number have considerable previous histories involving child sexual exploitation. The Youth Offending Service is now a designated partner of the 'SAFE' Team which is a multi-agency team based at Grantham Police Station geared towards addressing Child Sexual Exploitation.



Strategic Risks

Resilience (Business Continuity)

Business continuity planning is included in operational planning for each of our services. The major support service contracts also include business continuity planning as part of the contracts. One of the key improvements we expect to see as we transition from Mouchel to Serco is improved back-up facilities around the Council's key IT systems, including alternative data centre running if necessary. Over twelve months ago the corporate business continuity resource was transferred to the Council's emergency planning function. This will better integrate the provision of the Council's own business continuity planning with that required to address major emergencies that involve a number of other critical organisations in the county's Lincolnshire Resilience Forum. A key development this year has seen training of more business support staff to support the emergency planning centre during major incidents and the training of additional senior managers on 'silver', tactical command roles to give the Council more resilience in future emergency and business continuity situations.

Budget

The Council has undertaken a Fundamental Budget Review to consider known and expected significant reductions in Government funding in future years. The Council will set just a one year budget for 2015/16 due to current national uncertainties around a one year spending review/settlement, social care and health funding through the Better Care Fund, costs and funding in relation to the new Care Act, etc. Whilst the Council has identified some potential savings and a financial strategy for future years beyond 2015/16 it still has further work to do to bridge all of the expected gap in funding

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

Resilience (Business Continuity)

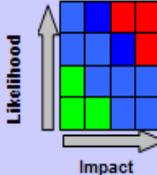
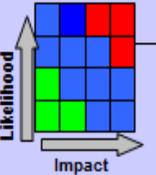
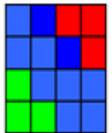
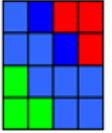
Budget

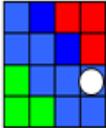
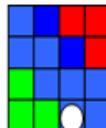
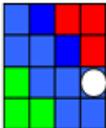
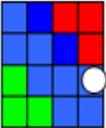
Governance

through to 2018/19. The Council is expected to draw heavily on its financial volatility reserve (FVR) in 2015/16 and 2016/17 as it addresses the longer term financial challenges. The FVR was specifically set up by the Council to help manage and plan for the uncertainties around changes to government funding. The directorate has plans in place to address the expected budget reductions allocated as part of the corporate budget process for 2015/16. That will include appropriate public consultation on options on specific services such as the Integrated Risk Management Plan for the Lincolnshire Fire and Rescue Service.

Governance

Please see the commentary in the Key Messages section of this report.

Strategic Risks - Assurance Map as at 30 June 2014		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)											
Commissioning strategy - Protecting & Sustaining the environment											
<p>Resilience (Business Continuity) Capacity and resilience to responding to, and recover from, wider are and prolonged emergencies and business disruption (e.g. coastal flooding / pandemic flu) impacting on public safety, continuity of critical functions and normal service delivery</p>	Richard Wills	<p>Hungry (projects & major change - Need to be innovative and take higher risks for greater reward - higher levels of devolved authority)</p>	<p>Open & aware/ cautious (partnerships - Recognised that we work differently with different partners)</p>				Unknown	Unknown	Unknown	unknown	<p>The expected level of risk & current risk exposure is being determined. This risk requires splitting depending on business disruption e.g. Coastal flooding will have different mitigating actions to pandemic flu</p>

Commissioning strategy - How do we do our business										
<p>Budget - LCC Funding and maintaining financial resilience</p>	<p>Pete Moore</p>	<p>Cautious (Regulatory standing & legal compliance - recognised may need to change the ways things are done but will be tightly controlled)</p>			<p>→</p> <p>Static</p>	<p>G</p>	<p>Unknown</p>	<p>Unknown</p>	<p>G</p>	<p>Owner has comfort that everything that can be being done is being don and that the target score is achievable</p>
<p>Governance Maintenance of effective governance arrangements including the way we implement transformational change and decisions affecting service delivery</p>	<p>Pete Moore</p>	<p>Hungry (Reputation & Public confidence - Comfortable with taking decisions that are likely to bring scrutiny of the Council but where potential benefits outweigh the risks. Recognise that highly devolved decisions making will mean that not all risks known - take action when uncertain of results or with uncertain info - willing to accept significant loss for potential higher rewards)</p>			<p>→</p> <p>Static</p>	<p>G</p>	<p>Unknown</p>	<p>Unknown</p>	<p>G</p>	<p>We need to revisit the level of risk we are prepared to take on delivering services differently. - Understanding political risk v optimum risk as current specified</p>

Projects



Value for Money Scrutiny Committee			
Programme			
	January 2014	January 2015	
Future Delivery of Support Services	●	●	<p>The FDSS programme was set up in May 2012 to explore the functions and to then implement the preferred solution for each service options for the Council in the delivery of these key support functions.</p> <p>Each area within the project is currently on plan with governance and reporting structures in place and operating effectively. There is clear direction, leadership and involvement from the Programme Sponsor. Monthly reports made to CMB and quarterly reporting to Value for Money Scrutiny Committee</p> <p>LCC is working with Serco on the transformation of services within IMT, People Management, Finance and the Customer Service Centre ahead of their delivery from April 2015.</p> <p>RAG RATING - GREEN</p>
Property Management (project within FDSS Programme)	●	●	<p>VinciMouchel contract is nearing completion with resources mobilised and trained.</p> <p>The new property services contract with VinciMouchel will commence on 1st April 2015 following an intensive 18 month design and procurement process. The new contract uses the NEC form of contract which enables substantially better contract management and control for the Council.</p>

			RAG RATING – GREEN
Shared Pension Service (project within FDSS Programme)	●	●	<p>Agreement signed with West Yorkshire Pension Service for the new shared pension service. The first tranche of data has been transferred and validated with the second 'data cut' due on 13th December. Accommodation has also been secured for the new team.</p> <p>A Project Team and Board are in place to oversee the transfer of records (totalling over 67,000). They meet on a monthly basis and also work closely with the Collaboration Board.</p> <p>RAG RATING – AMBER</p>
In sourcing of Health and Safety Service (project within FDSS Programme)	●	●	<p>In-sourcing of Health and Safety service is progressing on track for commencing on the 1st April 2015. A Service Level Agreement for the in-house team is being developed with Health and Safety representatives. Further work and events to support the staff transferring to the Council is planned for January – March 2015.</p> <p>RAG RATING – GREEN</p>

● On track

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