

Combined Assurance Status Report

Page 123



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



Combined Assurance Status Report

Introduction	1
Key Messages	3
Critical Systems	6
Key Projects	19
Key Partnerships	21
Key Risks	23

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Introduction

This is the fourth 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



Combined Assurance Status Report

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.



Key Messages

This is the first time that I have reported on the full scope of responsibilities that I acquired in October 2016. These bring a wide span of accountabilities within my remit and the challenge is to add value to these by identifying potential synergies that may give better outcomes for the Council as a whole. The changes mean that the comparison between years at a director level is not strictly valid.

The public sector is still implementing austerity measures in order to help the country with its economic and financial problems. Local Government has been at the forefront of national cuts. The Council has been largely successful in achieving savings but more will be expected over the next couple of years. The level of change is such that simple shrinkage is insufficient. In many cases, fundamental change is the only way of giving communities sustainable services.

Sustaining and Growing Business and the Economy remains a high priority for the council. Success in this objective is achieved through the skilful application of relatively small sums of money. We are able to give good levels of assurance, although we need to refine our commissioning strategies to account for a difficult economic period ahead.

Protecting and sustaining the environment complements our economic focus by ensuring that one of our key assets (the

place of Lincolnshire) is not harmed. Overall assurance is fairly good. However, we do not yet have a comprehensive waste management strategy with progress dependant on agreement with 7 district councils.

Sustaining and developing prosperity through infrastructure is recognised as an essential driver for Lincolnshire. Despite significant reductions, we have maximised the value of our resources by working closely with the Greater Lincolnshire Local Enterprise Partnership. This objective represents the greatest amount of activity for the Economy & Place Commissioning Group and Development Services and includes highways and transport services. Services have been maintained at reasonable levels of quality during the last year, but we had to warn councillors that the highways services would deteriorate a little because we deliberately holding vacancies until the design of the structure was known.

Providing community assets and resilience includes libraries, heritage services, community engagement and the PREVENT programme. Although these are not high spending areas they have a high value to communities and can have significant impacts. There are good levels of assurance for most of these services and notably the new approach to delivering library services has been successful. The main issue to be addressed is to sustain heritage services with much reduced funding.



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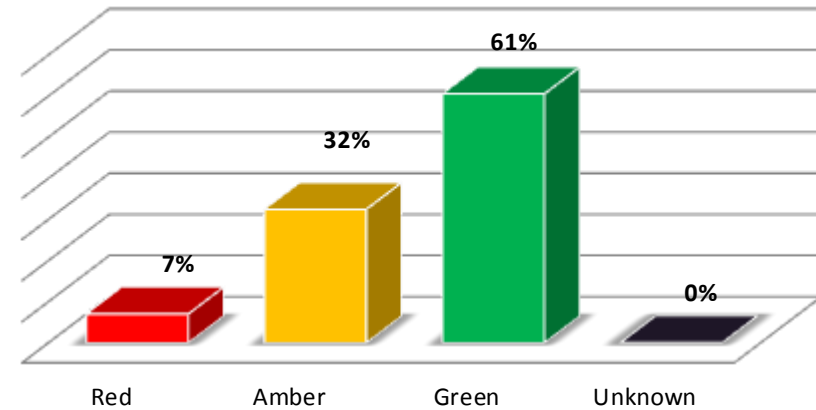
I am accountable for a number of corporate enabling services – Legal Services Lincolnshire, Democratic Services and Communications. There are good levels of assurance for these although we recognise that there will be some risks relating to pressures on resources and the difficulties of attracting people with the right skills.

The majority of capital expenditure in the Council is spent on projects within my director area. We have made good progress on many projects and there is a healthy programme looking ahead, the largest of which will be the Lincoln Eastern Bypass, the main works of which will start in 2017. Projects of various sorts always carry a degree of risk and we have implemented risk management systems at both programme and individual project levels.

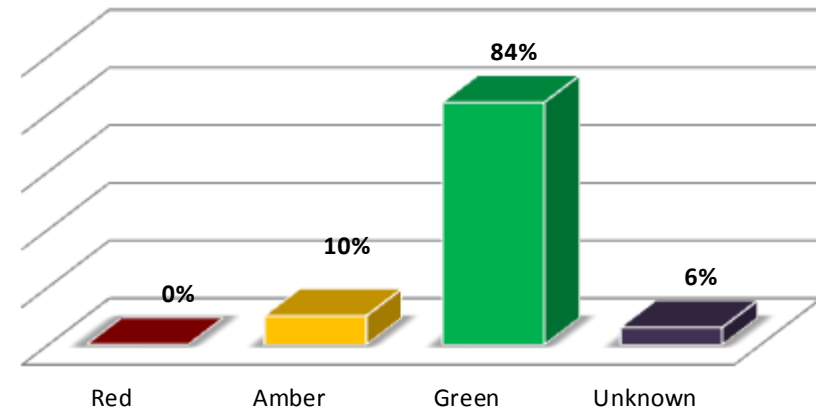
Building relationships remains an important focus because many outcomes that are valued by our citizens are reliant on several organisations working well together. It is an area where the council has a good track record particularly in the fields of economy, flood risk and planning. Working in a two-tier local government area presents additional complexity and this is highlighted in waste management where it has been more difficult to achieve a consensus.

Overall governance of the Council is good as indicated in the Annual Governance Report.

Overall Assurance Status 2016/17



Overall Assurance Status 2015/16





Suggested next steps.....

In common with other areas of the council, there will be a review of our commissioning strategies to ensure that they are fit for purposes. They will also need to reflect the priorities of the council after the elections in May 2017.

Two high level risks will need to be addressed. One is linked to relationships and partnerships, since many projects have significant criteria controlled by third parties. We will negotiate with stakeholders who are seeking common benefits or outcomes. This is particularly so in the area of waste management where district councils collect waste and the County Council is responsible for its treatment.

The second is common to other areas of service, a potential skills shortage. One option will be to grow our own and the new apprenticeships schemes may be a useful route for this. We shall also work with the GLLEP to address "place marketing", which is a means of attracting employees as well as inward investment and serving the visitor economy.

The GLLEP and the Council has identified investment in infrastructure as critical to the future prosperity of Lincolnshire. Whereas once, transport and highways projects were justified almost entirely on accessibility and travel benefits, now we have to demonstrate a benefit for economic and housing growth. In addition to transport, our topography makes flood

risk management and water resources investment a higher priority than might be the case in other parts of the UK. We will work with the GLLEP in arguing for a greater share of national funding.

Finding money to build essential projects remains a major challenge. Obtaining funding is relatively easy but financing this cash can be difficult with restricted revenue budgets. We shall seek external funding as well as innovative ways of generating income. However, in the last decade or so, Governments have expected major highways infrastructure (and other community assets) to be funded from housing development. While this may work well in affluent areas where the housing market is more buoyant and profitable, this approach is a significant challenge in areas like Lincolnshire. We may wish to argue for public investment up front with some pay-back through Community Infrastructure Levy.



Critical Systems

In order to get the most value out of my wide range of accountabilities, I shall manage them under the umbrella of my Executive Director's Leadership Team through three Director's Management Teams (DMT):

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

The main environment and economy services have undergone a significant restructuring to reflect the reduced budgets in these areas. This has required a fundamental review of the way in which services are managed and organised and has been more comprehensive than simply making the existing models smaller. The new structure should be fully populated by April 2017 supported by a new method of working and with a new highways defects reporting system.

Alternative delivery models that allow for a more commercial approach will have to be evaluated. This does not necessarily mean "externalisation" and we will learn from our experience of having established Transport Connect Limited to address market failure. Soon we will be evaluating how heritage services could operate within its income streams.

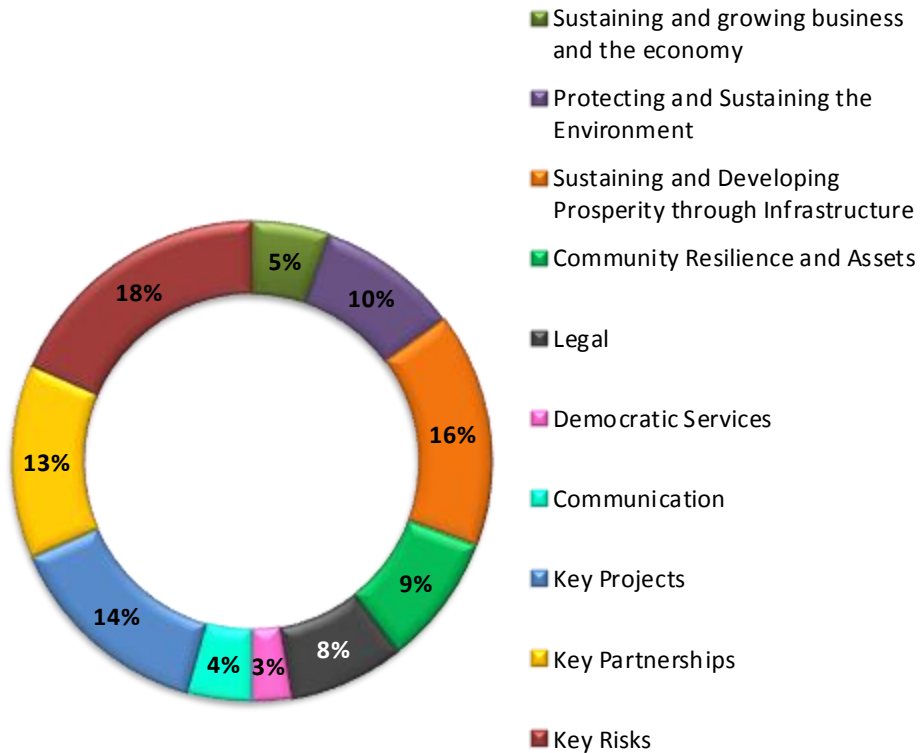
Information Governance is an important concern for the Council, as people are increasingly concerned about the amount of data held on them. The value placed on personal data is such that fines are increasing for those that default through poor systems, which is why we are taking it seriously. Cyber security is concerned with data protection, the disruption of service through attack and the integrity of data. We have in place systems that protect us from such problems but we must be continuously vigilant.

We also recognise that engagement with citizens and stakeholders is important. It can also be expensive. Complaints that are unresolved are not only harmful to our reputation but also take staff time. 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.

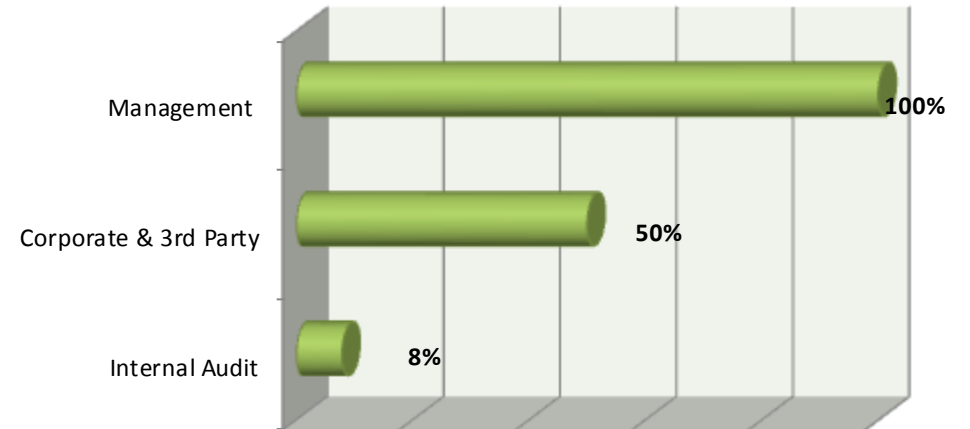


Combined Assurance Status Report

Assurances split across all Activities and Risks



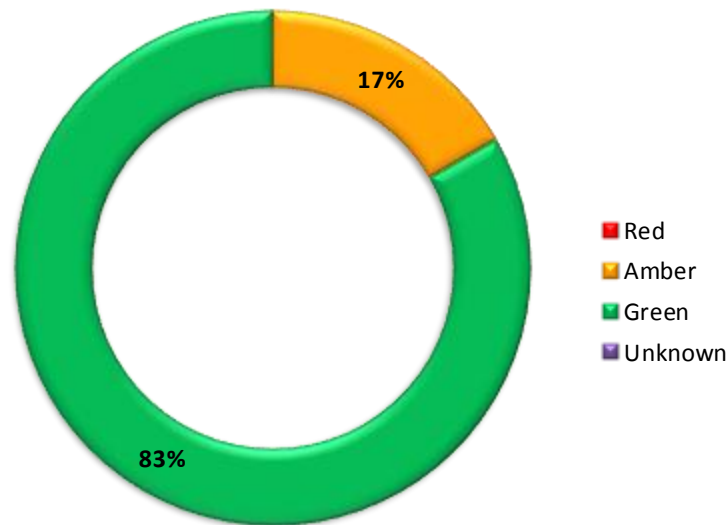
Who Provides Your Assurance





Combined Assurance Status Report

Sustaining and Growing Business and the Economy



Overall Assurances

Green	Amber
Adult Learning	Commissioning of Place Marketing
Business Support Programmes	
External Funding Generation and Management	
Tourism	
Local Enterprise Partnership	

Overall Comments

A significant level of assurance management takes 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 prepared a risk register. The management team meets each 6 weeks and collectively address specific issues that feature in the overall risk register or in project specific activity. Progress against each of the areas of activity is regularly reported to, and debated by, the council's Economic Scrutiny Committee.

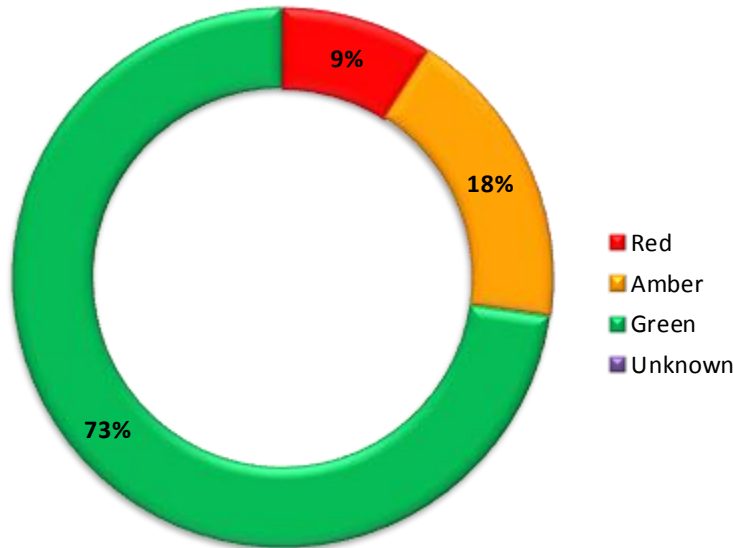
Lower Assurances

The only activity which is graded "Amber" is the commissioning of place marketing. This is because it is at an early stage of its development rather than because of any inherent risk. The Head of Service and Managers continue to monitor progress of this activity, both through a project steering group and through consideration at the management team meeting.



Combined Assurance Status Report

Protecting and Sustaining the Environment



Overall Assurances

Green	Amber	Red
Carbon Management	Environment Strategy	Waste Management (Strategy)
Strategic Flood Risk Management	Operational Environment Maintenance	

Green	Amber	Red
Operational Flood Management		
Waste Management (operational)		
Minerals and Waste Planning		
Infrastructure Delivery		
Joint Policy Working		
Archeological and Conservation/Districts advice – County Council		

Overall Comments

The overall level of assurance is good and reflects the public facing nature of much of this activity which is therefore open to public and press interest. The areas identified as being of high risk are issues of which there is a full awareness and understanding of these risks and measures are being implemented to address them.

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.



Combined Assurance Status Report

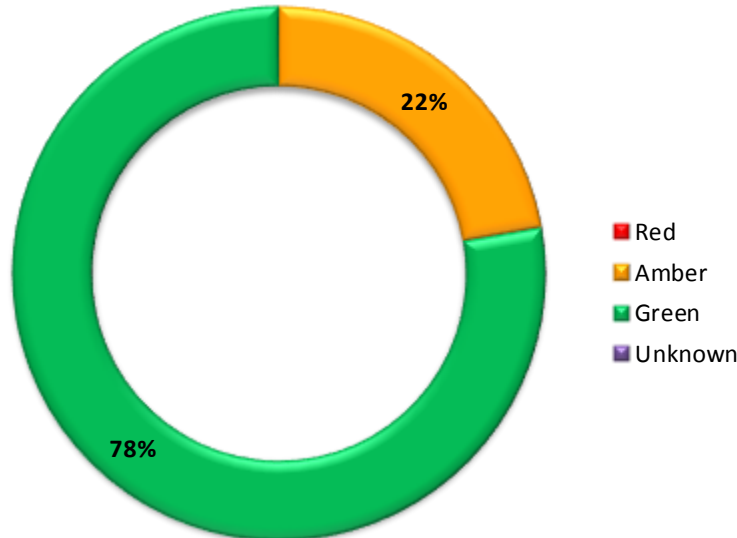
Lower Assurances

The absence of an up to date Waste Management Strategy has been identified through the Audit of the Lincolnshire Waste partnership and actions are in place to address this issue. This is subject to risk in itself given the need to ensure that the LWP operates effectively against a backdrop of reduced resource and increased levels of contamination of recycled waste.



Combined Assurance Status Report

Sustaining & Developing Prosperity through Infrastructure



Overall Assurances

Green	Amber
Social Care Transport (children and adults)	School and College Transport
Lincolnshire Public Transport Network (Including CT)	Transport IT and Telematics
Transport Connect Limited (Teckal)	Economic Development Capital Projects Implementation

Green	Amber
Concessionary fares	Investment Promotion Service
Delivery of Local Transport Plan	
Road Safety Partnership	
Network Management	
Asset Management	
NM – Civil Parking Enforcement	
NM – Events Management	
Highways Alliance	
Development Management (Flood risk and Highways)	
Economic Regeneration Sites and Premises Operation	
Spatial Regeneration Activities	

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.



Combined Assurance Status Report

Management of Risk

The use of internal policies and procedures 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.

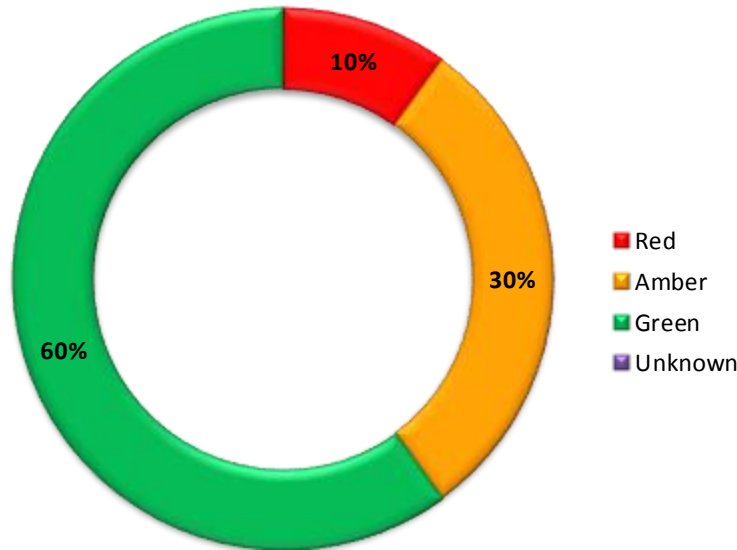
Lower Assurances

The areas of lower levels of assurance reflect the ongoing implementation of budget savings which have yet to be fully implemented and therefore a full understanding of the impact on the services affected cannot be confirmed at present. Once changes have been fully implemented it would be expected that a higher level of assurance would be achieved. Other areas have an inherent risk attached to them reflecting the changeable nature of some of the project activity



Combined Assurance Status Report

Community Assets and Resilience



Green	Amber	Red
Community Engagement and Development	Archives	
Volunteering Support	Customer Service Centre	
Financial Inclusion		
Library and Information Services		
Terrorism and Serious & Organised Crime		

Overall Comments

Library and information services are in the first year of operation under the new contract with the operator Greenwich Leisure Limited (GLL). Additionally, Community Hubs are within their second year of operation and appear to be thriving, with 35 community hubs now operating. GLL contract is subject to monthly performance monitoring as well as quarterly performance reporting to Scrutiny and Members. 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 nationally, PREVENT Steering Board has a clear action plan that reports both through Scrutiny and Local Community

Overall Assurances

Green	Amber	Red
Advice, Information and Support Services from Community and Voluntary Sector Infrastructure Organisations	Community Hubs	Heritage



Combined Assurance Status Report

Safety Partnership. The partnership is well supported and attended with a clear growing understanding of risks and responsibilities.

Volunteer Support Services are currently being reviewed with a changed emphasis and focus reflected in a new service specification. A similar approach and status would also apply to the Financial Inclusion Scheme. Traditionally both these schemes have been subject to financial and performance monitoring as per the payment schedule and these are reported through to Scrutiny.

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 stop service delivery. Community Engagement process were amended and updated this year with a report being presented to Executive Committee.

Management of Risk

Customer Services is now in its second year of being delivered by external provider Serco. Whilst activity has and is taking place with regards to forecasting, the budget gap remains of concern. Options are being developed as to the best way to address and resolve this continuing problem going forward. Additionally, work continues with Serco in the areas of Channel Shift and online self-service platforms.

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.

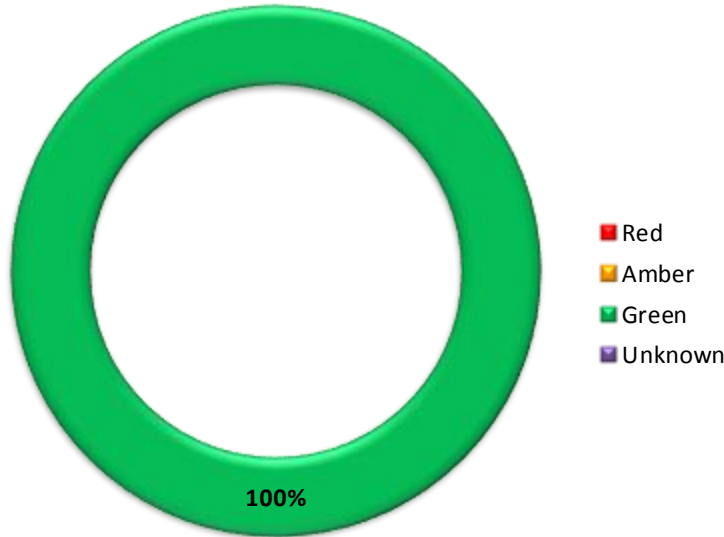
Lower Assurances

The Heritage Service has been tasked with achieving a zero budget base by 2018/19 (current operating budget of £1.3M). 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. All aspects of service delivery (include assets, staffing, sites etc.) are being assessed. It is recognised that activity within the Heritage Service will be of interest to key stakeholders (depositors', philanthropists, Members, funders and communities) and therefore likely to be high profile and as such, reporting and governance will reflect the importance and sensitivities of progress and key decisions, including Committee, Portfolio Holder and Director level.



Combined Assurance Status Report

Legal Services



Overall Assurances

Green
Legal Services Lincolnshire
Property
Highways and Planning
Commercial and Information
Education, Employment and Prosecutions
Child Care
Civil Litigation
Adult Social Care
Legal Governance

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.



Combined Assurance Status Report

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.

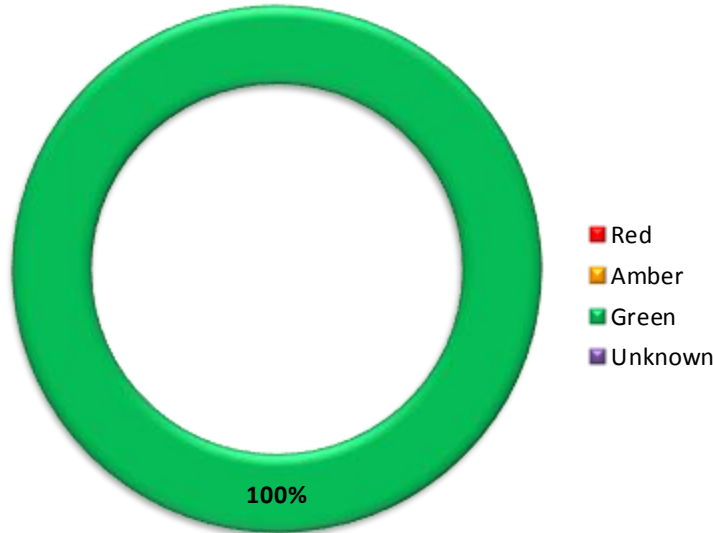
Legal Services has been identified as a difficult to recruit to area and is receiving support from People Management to address the retention and recruitment issues.

Overall, the availability of a locum solicitor market and the support being received around recruitment and retention mean that these risks are not sufficient to take the assurance level below Green.



Combined Assurance Status Report

Democratic Services



Overall Comments

Scrutiny arrangements have undergone a fundamental review, which highlighted a number of areas for improvement. These improvements, which include the introduction of a scrutiny protocol, have been supported by all councillors. Council has also agreed to a new scrutiny committee structure to be in place by May 2017. A subsequent internal audit of the implementation of recommendations from the review raised no issues. Member development continues to be led by the cross-party Councillor Development Group, which meets regularly to consider the development needs of councillors. Emphasis has switched in recent months to the induction of councillors following the 2017 elections. Learning lessons from previous elections, a programme of induction is being drawn up to ensure councillors have the knowledge and skills to carry out their roles. A recent reorganisation of the team has sought to enhance the support offered to councillors, whilst improving internal communication lines.

Overall Assurances

Green
Member Support, including learning and development
Scrutiny
Democratic Services

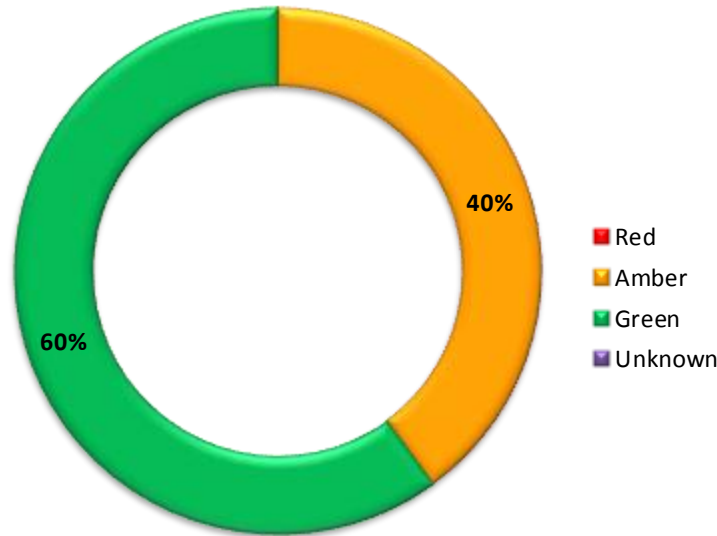
Management of risk

Close liaison with district council electoral registration officers in the run up to the 2017 election is minimising the risk of issues on polling day and beyond. Publication of agendas and reports for meetings has met legal requirements and managers continue to monitor performance to ensure that minutes of meetings are produced in a timely manner.



Combined Assurance Status Report

Communication



Overall Comments

Strategic Communications plan as much as possible to anticipate key issues and produce integrated communication plans and messaging across all platforms.

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.

Lower Assurances

Digital communications have been embedded to improve integrated communications, including web, digital and social communications. Corporate response to internal emergency issues is being worked on.

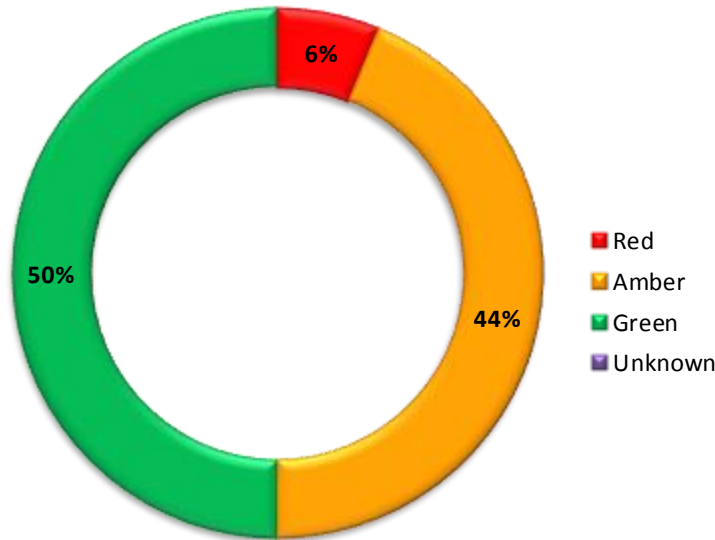
Overall Assurances

Green	Amber
Corporate Communications	Media Management
Warn and Inform (Emergency Planning)	Internal Communications
Strategic Partnerships	



Combined Assurance Status Report

Key Projects



Green	Amber	Red
Boston Barrier	Transport IT development	
Permit Scheme	Coastal Observatory	
Review of Scrutiny	Skegness Countryside Business Park	
Induction of Councillors	Holbeach Food Enterprise Zone	
Cross Keys Marina Sutton Bridge		

Overall Comments

The majority of capital expenditure in the Council is spent on projects within my director area. We have made good progress on many projects and there is a healthy programme looking ahead, the largest of which will be the Lincoln Eastern Bypass, the main works of which will start in 2017.

Management of Risk

Projects of various sorts always carry a degree of risk and we have implemented risk management systems at both programme and individual project levels. The risks on projects with significant partners or stakeholders are always more difficult to manage because the Council does not have all the control mechanisms. There is thus an important link to

Overall Assurances

Green	Amber	Red
Spalding Western Relief Road	Archives Building Project	Total Transport Project
Grantham Southern Relief Road	Panacea Software	
Lincoln Eastern Bypass	New LCC Website	



Combined Assurance Status Report

managing key partnerships if overall project risk is to be managed.

Lower Assurances

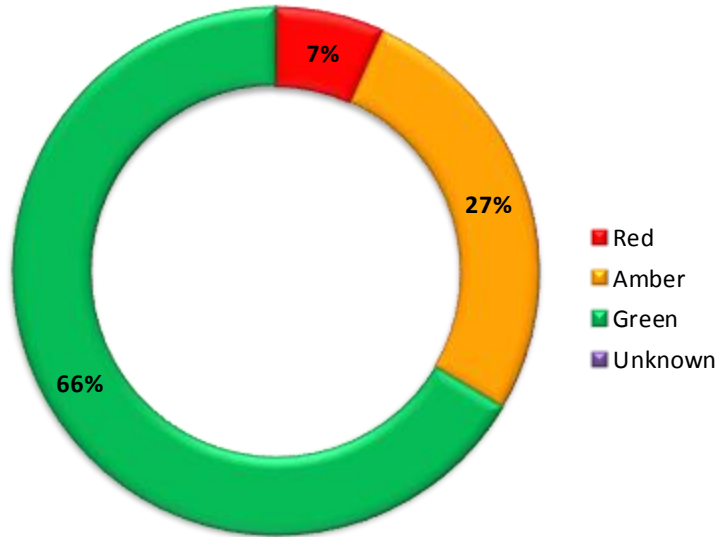
Information Technology projects have been hampered by poor performance by Serco. It is expected that this will improve in 2017 as Serco deals with Agresso, completes the Mosaic implementation and puts more robust arrangements in place. Construction projects are generally "green" but those that are "amber" will be monitored closely together with partners.

The Total Transport Project has a higher risk because of its dependency on partners, especially various elements of the NHS. The Passenger Transport Unit is actively engaging in the Sustainability and Transformation Plans (STP) being developed by the NHS. There is a specific STP for transport being led by NHS colleagues. The investigation and detail arising from the Total Transport project will feed into these plans and the Council is keen to work in partnership as much as possible. The Unit is also working closely with Voluntary Car Schemes to improve their transport offer.



Combined Assurance Status Report

Key Partnerships



Green	Amber	Red
Strategic Development Partnership	Community Transport Forum	
District Electoral Officers	Warn and Inform Partnership	
Lincolnshire Wolds Countryside Service		
Heritage Coastline		
Team Lincolnshire		
North Lincolnshire (Transport)		
Peterborough (Transport)		
Rutland (Transport)		

Overall Assurances

Green	Amber	Red
Central Lincolnshire Local Plan and SE Lincolnshire Local Plan	Lincolnshire Wildlife Trust	Lincolnshire Waste Partnership
Strategic Flood Partnership	North Hampshire (Transport)	

Overall Comments

Building relationships remains an important focus because many outcomes are reliant on several organisations working well together. The council has a good track record for partnership working, particularly in the fields of economy, flood risk and planning. Working in a two-tier local government area presents additional complexity and this is highlighted in waste management where it has been more difficult to achieve a consensus.



Combined Assurance Status Report

Management of Risk

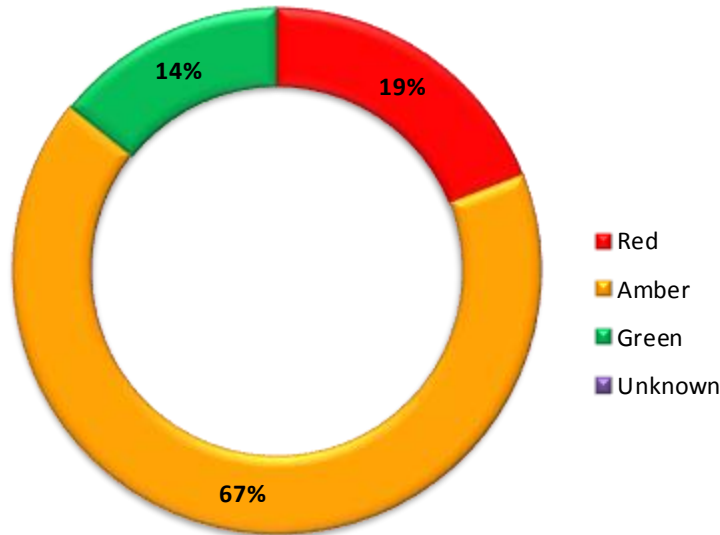
Wherever possible we attempt to control risks but in partnerships we do not have all the control mechanisms. Continual dialogue with partners and a "no surprises" mentality enables us to provide high levels of assurance for the majority of our partnerships. Those that are amber are often related to funding uncertainty either on our part or on that of partners. The Lincolnshire Resilience Forum's Warning and Informing partnership relies on participation by others, especially district councils but has demonstrated its effectiveness in the recent coastal flooding alert.

Lower Assurances

An Audit has recently been completed on the Joint Waste Partnership, which will help inform the way ahead for the Council and its district council partners.



Key Risks



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. Many projects demand high amounts of capital expenditure and once a project commences it is likely to be completed irrespective of cost. This represents a high risk area for the council which is why projects and programmes of projects tend to have the highest analysis of risk of all areas of service.

Operational Risks

- Capital and Spatial regeneration silo working
- Flexibility of staff

It is important that we work across directorate boundaries as well as prevent them occurring within one's area of accountability. Although we have singled out capital and spatial regeneration, it is more important to avoid this by a process of "the way we do things around here" is to ensure that there is sufficient visibility of works across the council and maintain a dialogue. This will continue to happen.

With fewer staff altogether, we need to get the most out of people. We will also consider fundamental restructuring of roles as we have done in highways services and will be doing in heritage services.

Strategic Risks

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





Combined Assurance Status Report

Emerging Risks

- Scheduling of potential transport changes
- Changes to bus services

In service terms, it is difficult to be certain at this stage where the risks will be greatest. However, transport services is a potential area of concern as several operators are withdrawing and prices have risen considerably. The Council's decision to form Transport Connect Limited is one response to this and it is working to regulate the market and fill gaps in an affordable manner.



More generally, there is potential skills shortages as some professionals are difficult to recruit. We will need to "retain and retrain" where necessary and in part we may be able to grow our own in part through the new apprenticeships schemes.

There is still a potential threat to local government funding in 2018-19 and considerable attention will be given to determining which services are most valued and seeking to give priority to these.



Combined Assurance Status Report

Strategic Risk Register as at January 2017

Commissioning Strategy - Businesses are supported to grow and want to invest in the county; people have the skills and training to access local jobs supported								
No of Risk	Risk Owner	Risk description	Risk Appetite (How much risk are we prepared to take & the total impact of risk we are prepared to accept)	○ Current risk score	○ Target risk score	Assurance Status (Full, Substantial, Limited, No)	Assurance - Direction of Travel (Improving, Static, Declining)	Actions
5	Richard Wills	Projects Ability to deliver our programme of designated projects	Hungry (Projects & Major change - Need to be innovative and take higher risks for greater reward - high levels of devolved authority - management by trust rather than tight control - 'break the mould' and challenge current working practices)	 Likelihood Impact	 Likelihood Impact			<ul style="list-style-type: none"> For the purposes of this strategic risk, we have utilised a standard template to provide us with assurances that the key projects to the organisation have adequate risk management in place. A project risk register is maintained and over the coming months, we shall be looking into the specific projects and what the key risks are for each project.