



For All Your Assurance Needs



Lincolnshire County Council

Strategic Risk Register

Progress Report

September 2017

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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Introduction

1. The purpose of this report is to provide a briefing on
 - the approach being taken to review the strategic risk register
 - changes to the risk appetite categories whilst still maintaining, 'creative and aware'¹



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.

Background

The Strategic Risk Register is a dynamic document that is regularly reviewed and updated by risk owners and reported through to Audit Committee. It is now due for a thorough review and update in line with the requirements of the risk management strategy.

Whilst regular reviews of the risks on the register have been carried out, a complete review of the approach to risk identification will provide a robust process and a further level of assurance around the risks facing Lincolnshire County Council.

To ensure this is an effective review it is also sensible to review the risk appetite as this has not has not been reviewed since 2011.

To reflect the independant audit of risk management carried out in 2016 it is considered that Lincolnshire County Council has matured in the approach to risk and as such the appetite options need extending.

Risk Appetite

In recognition of the way Lincolnshire County Council has matured in the approach taken to managing risk it is proposed to increase from the current 4 categories to have 5 categories.

The new category would sit between creative/aware and mature/hungry and it is proposed to refer to this category as 'opportunist' – this would reflect a need to grasp more opportunities in new ways of working, prepared to taking the less well tried route. A fuller wording/definition for this category is being worked on.

A further piece of work aligned to this will be the expansion of the risk category statements. It is proposed that these are expanded as well to reflect the way in which Lincolnshire County Council is now working, again by the risk team:

- Projects and major change
- Reputation and public confidence
- Business continuity
- Finance and money
- Regulatory standing, legal compliance and national influence
- People/community
- Partnerships
- Performance and service delivery
- Commercialism/income generation

Business Intelligence

To enable the effective review of the strategic risk register a number of activities have taken place and others are planned for the future:

It is planned to hold a session with the senior leadership team during the autumn of 2017, focused on the commissioning streams to identify risks against these. This will provide us with a list of risks, linked to the risk categories that will be collated.

This will be supported by pre-work carried out by the risk team around the Business Plan, the latest information on performance around the commissioning streams on the Lincolnshire Research Observatory (LRO), combined assurance reports and latest committee reports along with future emerging risks. A mapping exercise has been completed already to match the current strategic risks to the commissioning strategies.

The output from this workshop would help to inform the session planned with Corporate Management Board where along with communicating the changes in risk appetite work will take place to see how this impacts on the current strategic risks, considering any new risks identified against the commissioning streams along with providing some challenge to some of the current strategic risks, for example:

Safeguarding Children – our current risk appetite is cautious. However, we are Partners in Practice, supporting Rotherham Children's Services, developing innovative ways of dealing

with services for children and working with other services including the voluntary sector. Does this mean that actually while safeguarding is a high impact risk our appetite is actually creative and aware? We manage the risk well and are open to new ways of approaching safeguarding.

Outcomes

The risk team will then pull together a reviewed register and work through the detail of scoring and controls with the risk owners.

The revised register would then be presented to Informal Executive for any further comment.

Regular reviewing of the risks will then continue with reporting through to Audit Committee in line with any suggestions, requirements that the Audit Committee wishes to add in terms of how they would want to have the risks reported to them. This is an element which will be further explored as part of the training session also planned for this meeting.