

To:	Legal Services Board	
Date of Meeting:	23 November 2017	Item: Paper (17) 83

Title:	LSB Corporate Risk Register
Workstream(s):	Corporate
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Status:	Official

Summary:

This paper presents the LSB Corporate Risk Register (**Annex A**) for consideration.

The Board receives the Register twice annually and, since the Board last received the Register, in May 2017, the Risk Register has undergone its biannual 'zero-based review'. The Audit and Risk Assurance Committee (ARAC) reviewed the revised Register at its meeting on 2 October and it comes to the Board with the Committee's endorsement.

The Senior Leadership Team undertakes monthly reviews of the Register in line with the LSB's Risk Management Strategy. The Register is therefore a dynamic document that is amended whenever necessary.

Recommendation(s):

The Board is invited to note and comment on the LSB Corporate Risk Register.

Risks and mitigations

Financial: N/A

Legal: N/A

Reputational: N/A

Resource: N/A

Consultation	Yes	No	Who / why?
Board Members:	✓		Reviewed by ARAC
Consumer Panel:		✓	
Others:	The Senior Leadership Team reviews the Register on a monthly basis.		

Freedom of Information Act 2000 (Fol)

Para ref	Fol exemption and summary	Expires
Para 6 Para's 11-14 and Annex A Annex B	Exemption (s36). The Risk Register is a record of concerns that the Executive group have in relation to programme, corporate and operational areas and is intended to promote free and frank exchange of views for the purpose of deliberation by the Board.	

LEGAL SERVICES BOARD

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LSB Corporate Risk Register

Purpose

1. This paper presents, for the Board's consideration, the LSB Corporate Risk Register (**Annex A**). The LSB's Risk Management Strategy states that the Audit and Risk Assurance Committee (ARAC) will review the Register at every meeting and the full Board will consider their risk appetite every six months. The Board last received the full Register in May 2017.
2. Since the Board last received the Risk Register, it has undergone its biannual 'zero-based review' by the Senior Leadership Team (SLT). Whilst this was being undertaken, individual risks identified on the previous version of the risk register continued to be monitored each month by the SLT, in accordance with the LSB's Risk Management Strategy. The ARAC reviewed the revised register on 2 October.
3. The Risk Register is updated and revised on a regular basis in light of both the ARAC and the SLT reviews with specific risks monitored as required.

Zero based review process

4. We carried out the review using a similar process to that used in 2015 – the last time the register was completely refreshed. The process started with a PESTLE analysis, an exercise used to determine the current status and position of the LSB in relation to its external environment. Colleagues identified current political, economic, social, technological, legal and environmental factors that may impact on the LSB to produce map of the LSB's 'operating environment'. This was particularly useful for filtering out factors that the LSB must be mindful of but do not constitute manageable risks.
5. The next stage of the process involved a SLT brainstorming session in which colleagues were asked to identify a range of risks under the risk headings used in the LSB's Risk Management Strategy. The threshold for inclusion on the Corporate Risk Register, was that the proposed risks had be an event, process or circumstance that affects the organisation as a whole and prevents or affects the LSB's ability to perform its statutory duties (as set out in the Act) or deliver its programme of work (as set out in the Business Plan). In addition, both the actual

risk (eg inability to deliver work programme) and the root cause of the risk (eg high staff turnover) had to be clearly defined.

6. [REDACTED]

Changes in format and capture

7. The Board will note minor adjustments to the format of the Register. As well as layout improvements, changes include splitting root causes into ‘controllable’ and ‘environmental’ to better reflect where mitigating actions are having an effect and further work on ensuring that our mitigating actions are SMART. We will continue to work to ensure mitigating actions are as SMART as they can be and make improvements in each iteration of the Register.
8. We intend to use time before the next Annual review of the Strategy to ensure that we continue to adopt best practice and this will include options for presenting the Register.

Audit and Risk Assurance Committee Review – 2 October 2017

9. The Register presented to the Board today includes amendments requested by the Committee to individual risks and actions. ARAC approved the format of the revised register and recommended some formatting changes which have all been accepted.

Risk Dashboard

10. A risk dashboard is shown for the new version of the Risk Register at the end of **Annex A**. This includes the heat map and an analysis of the differences between inherent and residual risk
11. [REDACTED]
12. [REDACTED]

13. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

[REDACTED]

09/11/2017