

Guildhall Gainsborough
Lincolnshire DN21 2NA
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AGENDA

This meeting will be livestreamed and the video archive published on our website

Governance and Audit Committee
Tuesday, 12th April, 2022 at 10.00 am
Council Chamber - The Guildhall

This Meeting will be available to watch live via: <https://west-lindsey-public-i.tv/core/portal/home>

Members:

- Councillor John McNeill (Chairman)
- Councillor Mrs Jackie Brockway (Vice-Chairman)
- Councillor Stephen Bunney
- Councillor Mrs Tracey Coulson
- Councillor Christopher Darcel
- Councillor Mrs Caralyne Grimble
- Councillor Mrs Angela White
- Alison Adams
- Andrew Morriss
- Peter Walton

1. **Public Reports for Consideration**

- i) Appendix 1 - 6 Month Review of Strategic Risks (PAGES 2 - 21)

Ian Knowles
Head of Paid Service
The Guildhall
Gainsborough

Monday, 4 April 2022

Risk Ref: Our Council	Risk Owner: Tracey Bircumshaw		Date: Reviewed March 2022		
Description of Strategic Risk: Inability to set a sustainable balanced budget					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
<p>1. Commercial ventures do not realise expected financial gains.</p> <p>2. Government funding arrangements do not match estimates used in financial modelling.</p> <p>3. Outcomes of: Business Rates Review; Fairer Funding Review; Comprehensive Spending Review; expected savings, efficiency or income initiatives do not deliver expected benefits.</p> <p>4. Cessation of grant/match-funding streams.</p> <p>5. Growth forecasts for District are not realised.</p> <p>6. Unanticipated rise in demand for services.</p> <p>7. Invest Gainsborough does not deliver.</p> <p>8. Schemes for other market towns do not materialise.</p> <p>9. Business planning is not robust.</p> <p>10. Ongoing financial impacts of Covid-19, cost of living issues and Ukraine developments</p>	<p>1. Case for Gainsborough is not made (Place make).</p> <p>2. Cuts or reductions in services.</p> <p>3. Staff redundancies.</p> <p>4. Inability to deliver Corporate Plan priorities.</p> <p>5. Growth of the District stagnates.</p> <p>6. Reputational damage.</p>	<p>1. MTFP in place.</p> <p>2. Successful commercial trading and investment programme.</p> <p>3. Annual business planning.</p> <p>4. Regular budget monitoring.</p> <p>5. Identification and use of grant-funding opportunities.</p> <p>6. Value for Money Strategy adopted.</p> <p>7. Lobbying strategy.</p> <p>8. Regular review of the commercial property portfolio.</p> <p>9. Volatility and risk reserves maintained.</p> <p>10. Resilience indicators developed and monitored.</p> <p>11. Working Balance minimum set at £2.5m</p> <p>12. Commercial risk indicators set</p>	2	4	Current Score: 8
					Target Score: 8
					<p>Commentary:</p> <p>Close monitoring of the current spending profile; good performance mgt and benchmarking coupled with progressive service planning will support the minimisation of this risk.</p> <p>Peer Review findings: .. “sound financial management, robust control and successful implementation of commercial plan.”</p> <p>Impact of Covid19 on MTFP assessed and understood</p>
Actions for Improvement		Completion Date	Officer	Next Risk Review Date	
				30/06/2022	

Risk Ref: Our Council	Risk Owner: Ady Selby	Date: Reviewed March 2022			
Description of Strategic Risk: The quality of services do not meet customer expectations					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1. Poorly trained staff. 2. Systems and processes do not adequately support service delivery. 3. Resources available do not match demands on services. 4. Higher than expected customer expectations. 5. Insufficient attention paid to customer feedback.	1. Rise in number of complaints. 2. Reputational damage. 3. Financial loss – compensation costs and income reductions. 4. Reduction in market share of traded services. 5. Ineffective support for vulnerable customers.	1. Procedure in place to receive customer feedback; including complaints. 2. Customer Experience Officer appointed. 3. Training and development plans for officers. 4. Performance measures in place/monitored and reported. 5. T24 Service reviews underway 6. New Customer Relationship Management (CRM) technology being implemented 7. Robust performance mgt in place 8. Benchmarking processes in place. 9. Dedicated corporate training budget 10. Customer Experience Strategy being developed	2	3	Current Score: 6
					Target Score: 4
Commentary: The T24 programme is designed to put the customer at the centre of every service and will help to mitigate this risk. Technology led service reviews in all service areas will address resilience and capacity issues The development and implementation of a Customer Experience Strategy will further mitigate this risk					
Actions for Improvement		Completion Date	Officer		Next Risk Review Date
Implement CRM and ERP systems		31/12/2022	Jeannette Anderson		31/03/2023

Continual development of P&D reporting and review of measures	31/08/2022	Ellen King	
Development and adoption of Customer Experience Strategy	31/10/2022	Lyn Marlow	

Risk Ref: Our Council	Risk Owner: Emma Redwood	Date: Reviewed March 2022			
Description of Strategic Risk: Inability for the Council's governance to support quality decision making					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1. Ineffective governance framework. 2. Poorly trained Members. 3. Out of date Council Constitution. 4. Ambiguity around the ambitions of the Council	1. Inefficient use of resources. 2. Reputational loss. 3. Rise in no. of Standard Complaints. 4. Judicial Reviews. 5. Delay in delivery/cancellation of key Council projects. 6. Poor rating from Internal/External for governance arrangements. 7. Poor Staff/Member working relationships and low morale. 8. Loss of opportunities.	1. Member training and development programme in place. 2. Member/Officer protocols established. 3. Annual review of the Council's Constitution. 4. Members' Code of Conduct renewed November 2021 5. Robust corporate governance framework. 6. Annual schedule of audits and internal/external audit oversight. 7. Corporate Plan 2019-2023 approved. 8. Programme Boards operating to oversee project development. 9. Annual Governance Statement produced for 2020/21	2	3	Current Score: 6
					Target Score: 6
<p>Commentary: Ensuring that all decisions are evidenced based and robust governance will continue to minimise the likelihood of this risk. Peer Review findings noted that corporate governance and Member/Officer relations were effective – review taking place Feb 2022 High assurance received from internal audit on the Good Governance Follow up audits All actions from the initial good governance audit completed. G&A Cttee have undertaken an effectiveness survey</p>					
Actions for Improvement		Completion Date	Officer	Next Risk Review Date	
Reports and Recommendations review to take place		September 2022	Katie Storr	30/06/2022	
Working group review to take place		September 2022	Katie Storr		

Risk Ref: Our People	Risk Owner: Diane Krochmal	Date: Reviewed March 2022			
Description of Strategic Risk: Inability to raise local educational attainment and skills levels					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1. Poor teaching standards. 2. Lack of stability within schools. 3. Lack of appropriate role-modelling to raise aspirations. 4. Insufficient out-of-school support or mentoring. 5. Failure to address issues relating to Gainsborough in particular. 6. Impact of coronavirus pandemic preventing normal delivery of educational and skills services/activities	1. Adverse effect on the career/further education opportunities of young people. 2. Inability of local job market to meet recruitment needs of employers. 3. Wage profile of the economy does not rise. 4. Poorer life chances for young people. 5. Increased welfare dependency and rise in vulnerable groups. 6. Viability of education and skills providers threatened.	1. West Lindsey Employment & Skills Partnership operating in line with approved strategy and delivery plan. 2. Supporting work experience for young people 3. Continue to be part of the Enterprise Adviser network, supporting careers advice and provision amongst all secondary and special schools	3	3	Current Score: 9
					Target Score: 9
			Commentary; On-going work as part of the Employment & Skills Partnership to deliver against the Employment & Skills Plan and redundancy support actions. Continue to face challenges with face to face delivery due to coronavirus pandemic. Officers due to review action plans in early 2022. Officers continue to keep abreast of new skills and employment initiatives launched at either a regional or national level. A number of triggers for this risk continue to be areas that the District Council has no control or direct influence over.		
Actions for Improvement		Completion Date	Officer		Next Risk Review Date
Measure effectiveness of existing actions and draw learning		28/02/2022	Amanda Bouttell		31/03/2022
Implement updated Employment and Skills action plans		28/02/2022	Amanda Bouttell		
Deliver the Employment and Skills partnership action plan		31/03/2023	Amanda Bouttell		

Risk Ref: Our People	Risk Owner: Diane Krochmal	Date: December 2021			
Description of Strategic Risk: Inadequate support is provided for vulnerable groups and communities					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1. Lack of strategic focus on relevant matters with LCC. 2. Inability to identify and reach vulnerable groups. 3. Insufficient/inaccurate data analysis to establish need. 4. Lack of engagement with and from vulnerable groups. 5. Impact of coronavirus pandemic not understood or acted upon	1. Cycle of dependency is perpetuated. 2. Demand pressures on services and resources. 3. Rural Isolation and increase in rural poverty. 4. Increased demand on formal/informal support networks. 5. Inability of communities to reach self-sufficiency 6. Health inequalities widened	1. Innovation re service provision 2. Selective licensing scheme reviewed and progress made towards future scheme 3. Focused support for residents of Hemswell Cliff. 4. Development of normalisation strategy for Scampton 5. Safeguarding policies and procedures operating. 6. Wide-range of enforcement tools. 7. Effective multi-agency partnership working. 8. Communities at Risk policy document in place 9 Audit recommendations adhered to 10. Housing and Wellbeing Board have oversight	3	3	Current Score: 9
					Target Score: 6
Commentary: Audit report completed and action completed Further development of Local Access partnership initiative with funding awarded - major links to health and wellbeing.					
Actions for Improvement		Completion Date	Officer		Next Risk Review Date
P3 VHS, NSAP and RSAP and HATS housing projects delivered to assist vulnerable communities, providing a pathway to sustainable housing and also improve local housing stock		31/03/2022	Diane Krochmal		31/03/2022
SWW Partnership further developed and governance structure in place		31/03/2022	Diane Krochmal		

Development of Normalisation Strategy for Scampton	30/06/2022	Grant White/Shay Towns	
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Risk Ref: Our People	Risk Owner: Diane Krochmal	Date: Reviewed March 2022			
Description of Strategic Risk: Health and wellbeing of the District's residents does not improve.					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1. Failure of leisure contract 2. Outreach service is ineffective 3. Wellbeing service does not achieve outcomes 4. Lack of understanding of District Council role in health 5. Failure to meet housing and housing related support needs	1. Increased burden on services and budgets across the system 2. Reduced life expectancy and health for residents 3. Less economically active residents 4. Adverse economic impact on district 5. Council Tax support costs increase 6. Potential impact on the on-going viability of leisure services	1 Leisure Contract monitoring 2. Everyone Active Community Wellbeing Plan developed 2. Wellbeing service in place and promoted with clear objectives. 3. WLDC Wellbeing Lincs Management Board representation 4. West Lindsey representation on Housing, Health and Care delivery group and adoption of Homes for Independence Blueprint 5 Representation on Health Inequalities Programme Board	3	3	Current Score: 9
					Target Score: 6
Commentary: Emerging framework of District Health and Wellbeing Strategy which will set out actions to address health inequalities New portfolio of Homes and Communities is in place and new team of Home, Health and Wellbeing recruited to with a focus on independent living, reducing health inequalities and prevention Responsibility for the success of the leisure contract lies with Commercial Services however the impact of the contract will be viewed with a view to addressing health inequalities and not purely commercial return					
Actions for Improvement		Completion Date	Officer	Next Risk Review Date	
Development and adoption of West Lindsey Health and Wellbeing Strategy		31/03/2023	Diane Krochmal	31/03/2022	
Review the need for a Strategic Health Partnership.		31/12/2022	Diane Krochmal		

Risk Ref: Our Place	Risk Owner: Ady Selby	Date: Reviewed March 2022			
Description of Strategic Risk: Insufficient action taken to create a cleaner and safer district					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1. Lack of robust enforcement policies. 2. Lack of capacity to respond effectively to service demand. 3. Ineffective messages about social responsibility. 4. Ineffective partnership working arrangements. 5. Inability to effectively implement new legislation. 6. Unexpected outbreak of environmental or health related issue.	1. Residents of the District feel unsafe. 2. Rise in number of crime and enforcement related incidents. 3. Reputational damage. 4. Increase in no. of complaints. 5. Increased threat of illness/harm to residents. 6. Adverse effect on natural wildlife habitats and bio-diversity. 7. Demand pressures on front-line services.	1. Award winning Waste Collection and Street Cleaning Service. 2. Trade Waste service provided. 3. Enforcement policies operating to oversee all relevant areas. 4. CCTV operations in place. 5. Press/media coverage of successful prosecutions and enforcement cases. 6. Adequate officer capacity deployed to cover enforcement matters. 7. Educating school children in recycling and sustainability. 8 Covid19 protocols in place and adhered to and key messages communicated across the District	2	4	Current Score: 8
					Target Score: 4
Commentary: Single depot will support the continuing success of the waste service. Council agreement to fund work with schools to promote environmental and sustainability issues. Enforcement and environment teams fully resourced and have refreshed strategies. Member Working Group established to produce an Environment and Sustainability Strategy. All guidance relating to Covid19 implemented Restructure of waste management team to ensure futureproofing in place Review of enforcement policies Review of selective licensing scheme					
Actions for Improvement		Completion Date	Officer		Next Risk Review Date
Review and implement refreshed selective licensing scheme		30/10/2022	Andy Gray		31/03/2023
Review Enforcement Policies		31/08/2022	Andy Gray		

Risk Ref: Our Place	Risk Owner: Diane Krochmal	Date: Reviewed March 2022			
Description of Strategic Risk: The local housing market and the Council's housing related services do not meet demand					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
<p>1. Housing developers do not build in the District.</p> <p>2. Lack of suitable development land.</p> <p>3. Lack of intelligence on housing need/demand.</p> <p>4. New properties do not match need/demand of local housing market.</p> <p>5. Existing housing stock is in poor condition.</p> <p>6. Empty properties not brought back into use.</p> <p>7. Lack of Council strategic direction and understanding of statutory functions and associated tasks</p> <p>8. Development and adoption of updated Local Plan to deliver housing to meet identified need. Dates are: Reg 19 consultation by April 22. Submission to Planning Inspectorate August 22 for adoption early 2023.</p>	<p>1. Deterioration in condition of existing housing stock.</p> <p>2. Increase in number of empty properties.</p> <p>3. Increased homelessness and overcrowding.</p> <p>4. Increase in numbers of vulnerable residents.</p> <p>5. Increased pressure on housing services.</p> <p>6. Lack of growth across District.</p>	<p>1. CLLP in place and review underway.</p> <p>2. Housing Strategy refresh underway.</p> <p>3. Selective Licensing Scheme reviewed and plans for future scheme under development</p> <p>6. Housing & environmental health enforcement action taken.</p> <p>7. Housing Assistance (financial) Policy.</p> <p>8. Viable housing solution, RSAP and NSAP properties acquired</p>	3	3	Current Score: 9
					Target Score: 6
<p>Commentary: Housing Strategy enablers to mitigate against the risk. An up to Local Plan based on robust housing need evidence ensures that appropriate land is allocated for housing delivery. This is monitored through the 5year land supply which is published annually on the WLDC and Central Lincolnshire website. Current supply stands at 5.35 years.</p>					
Actions for Improvement		Completion Date	Officer	Next Risk Review Date	
Housing and Planning Delivery Team Manager now in post with effect from 10/12/21		31/12/2021	Sally Grindrod Smith	31/03/2022	

Development of West Lindsey Health and Wellbeing Strategy Strategy	31/03.2023	Diane Krochmal	
Refresh of West Lindsey Housig Strategy approved	31/03/2022	Diane Krochmal	

Risk Ref: Our Place	Risk Owner: Sally Grindrod-Smith		Date: Reviewed March 2022		
Description of Strategic Risk: The local economy does not grow sufficiently					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1. Slow take-up of strategic employment land. 2. Ineffective marketing of the District to attract inward investment. 3. Loss of a major employer(s) 4. Workforce skills do not match needs of employers. 5. Impact of Covid19 and lockdown on local economy	1. GVA does not grow. 2. Adverse effect on new job creation and upskilling of workforce. 3. Migration of skilled/educated workers out of the District. 4. Impinges on population growth ambitions. 5. Closure of businesses across the District	1. NNDR Policy established. 2. Refresh and update of Local Plan policy and evidence base for employment allocations 3. Maintain close working relationship with Business Lincolnshire and LCC Inward Investment to ensure investment and growth queries are well supported 4. Made in Gainsborough apprenticeship scheme in place. 5. Efficient promotion and delivery of grant aid to businesses across the District 6. Launch of Townscape Heritage Initiative 7. Develop West Lindsey's input into Strategic Infrastructure Delivery Plan and emerging infrastructure strategy 8. Ongoing marketing and promotion of district wide successes across growth and development 9. Maintain effective working relationships with key funders 10. Implement LU programme.	3	3	Current Score: 9
					Target Score: 6
Commentary: The Council have approved an Economic Recovery Plan to support local recovery and growth. The WLDC bid to the Levelling Up Fund in 2021 was successful and the programme is now in delivery. Further to the publication of the Levelling Up White Paper officers have commenced work as required on the development of the evidence base to support a UK Shared Prosperity Fund Investment Plan. A full review of this strategic risk is planned for Quarter 2 – 2022/23					

Actions for Improvement	Completion Date	Officer	Next Risk Review Date
Represent West Lindsey's opportunities and challenges within the emerging Greater Lincolnshire Infrastructure Strategy. This is an ongoing area of work led by LCC and therefor action remains and completion day reflects this.	31/03/2022	Sally Grindrod-Smith	30/06/2022
Support the progression of the Central Lincolnshire Local Plan and ensure comprehensive engagement in the regulation 19 consultation stage.	30/06/2022	Sally Grindrod-Smith	
Mainitain watching brief on further support for businesses and ensure capacity in place to deliver effectively	31/03/2022	Sally Grindrod-Smith	
Develop Visitor Economy Strategy	30/09/2022	Sally Grindrod-Smith	

Risk Ref: Overarching Risk	Risk Owner: Nova Roberts	Date: August 2021			
Description of Strategic Risk: ICT Security and Information Governance arrangements are ineffective					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
<ol style="list-style-type: none"> 1. Significant data breach or loss of data. 2. Successful cyber security incident. 3. Lack of staff awareness or training. 4. Inadequate infrastructure or ICT security arrangements. 5. Lack of or inadequate policies and guidance 6. Contracts/sharing agreements with data processors/controllers that do not ensure clauses allowing movement of data to a third country. 	<ol style="list-style-type: none"> 1. Significant adverse impact on service delivery. 2. Financial loss/fines imposed by ICO. 3. Potential ransom demands for release of data. 4. Reputational damage. 5. Loss of personal and business related data. 	<ol style="list-style-type: none"> 1. Robust ICT security systems in place. 2. PSN accreditation. 3. Up to date infrastructure and back-up arrangements. 4. Business continuity arrangements established. 5. Relevant policies covering ICT usage and information security. 6. Data Protection Officer and Senior Information Risk Owner roles in place. 7. On-going training and awareness for staff; re-inforced as a result of Covid19 and home working arrangements 8. Process in place for the reporting and investigation of data breaches and learning loop applied. 9. PCIDSS compliance 10. Rolling programme of audits 11. Ensuring standard contractual clauses are in place with data processors/controllers who hold data outside of UK. 	3	4	Current Score: 12
					Target Score: 8
Commentary: Continuous monitoring of officer training and promotion of incident reporting will further mitigate against this risk. The role of Senior Information Risk Owner has been reallocated to the Director of Corporate Services. SIRO attended SIRO training in October 2020. Recent cyber-security audit gave substantial assurance. In present circumstances the need for extra vigilance is regularly relayed to staff. Brexit arrangements may impact upon the Council's ability to access data of data processors/controllers that are storing data in the EU. Standard contractual clauses are being inserted into all relevant contracts and agreements. Awaiting EU confirmation of adequacy on the part of UK to meet EU GDPR standards.					

		12. Insurance in place to cover costs of recovery from ICT failure/cyber attack.	
Actions for Improvement		Completion Date	Officer
Deliver against 10 year infrastructure development plan		31/03/2023	Cliff Dean
			Next Risk Review Date
			31/01/2023

Risk Ref: Overarching Risk	Risk Owner: Emma Redwood		Date: Reviewed March 2022		
Description of Strategic Risk: Failure to comply with legislation including Health and Safety matters					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
<ol style="list-style-type: none"> 1. Breach of legislation. 2. Failure to seek or follow legal advice. 3. Complaint from external organisation or member of public. 4. Whistleblowing report. 5. Increase of reportable incidents in specific work areas or activities. 6. Increase of insurance claims. 7. Accidents not reported or investigated. 8. Increase absence rates or other work related absences. 9. Non-compliance with primary legislation or Council policies. 10. Project work not planned effectively to control H&S risk. 11. Managers and employees not effectively trained in H&S matters. 12. Absence of robust H&S monitoring and recording system. 13. Fire Risk Assessments not current and reviewed by Managers 	<ol style="list-style-type: none"> 1. Reputational damage. 2. Financial loss. 3. Judicial Review. 4. Prosecution for H&S related incidents. 5. Employees injured through work activity. 6. Increased insurance claims and insurance premiums. 7. Member of public, contractor or employee killed at work, possible corporate manslaughter action. 8. Staff sickness rates increase due to lack of compliance with good H&S practice. 9. Increased employer/employee litigation through inconsistent approach to managing H&S in the workplace. 10. Unable to defend H&S claims or disputes. 	<ol style="list-style-type: none"> 1. Corporate H&S Officer in place. 2. H&S Champions across the Council. 3. General H&S training provided. Service specific H&S training and safe working procedures including lone working. 4. H&S incident reporting arrangements. 5. Service level H&S risk assessments undertaken and regular H&S walks undertaken to identify hazards. 6. Reporting to Mgt Team/JSCC on H&S incidents. 7. Regular H&S and stress mgt training for all staff. 8. Council subscription to Employee Assistance Programme for staff. 9. Regular inspections of property, including car parks. Pro-active maintenance programme. 10. Early resolution of reported defects. 11. Public Liability and Employers Liability insurance 	2	4	Current Score: 8
					Target Score: 8
			<p>Commentary: The move to a new operational depot has now taken place. This will create a safer working environment for staff. New ways of working has been adopted by staff with DSE assessments in place. 4th covid19 survey being undertaken, good results from previous 3 surveys.</p>		

		<p>in place.</p> <p>12. Legislative implications included on all reports.</p> <p>13. Compliance with current legislation and best practice.</p> <p>14. Membership and use of Legal Services Lincolnshire.</p> <p>15. H&S compliance work being undertaken with services.</p>	
Actions for Improvement		Completion Date	Officer
			Next Risk Review Date
			30/06/2022

Risk Ref: Overarching Risk	Risk Owner: Ady Selby		Date: Reviewed March 2022		
Description of Strategic Risk: Inability to maintain critical services and deal with emergency events					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1. Loss/failure of critical systems. 2. Inadequate response to incident or emergency. 3. Lack of, or ineffective, partnership working. 4. Lack of emergency planning or disaster recovery arrangements. 5. Ineffective communication arrangements.	1. Inability to deliver critical/key services. 2. Increased risk of harm to vulnerable customers. 3. Financial loss. 4. Reputational damage.	1. Robust infrastructure and back-up arrangements. 2. Package of information security incident policies and procedures. 3. IT Disaster Recovery Plan. 4. Robust emergency planning in place 5. Regular review of business continuity arrangements. 6. Membership of LRF Partnership. 7. Regular training for Strategic and Tactical Commanders + Members 8. Plans in place and tested regularly 9. Training for out of hours officers and those attending SCG and TCG 10. Effective internal EP Group 11. EP area at new depot	2	4	Current Score: 8
					Target Score: 6
Commentary: Effective business continuity and emergency planning responses are in place. Frequent testing will be a key priority. The refreshed emergency plan was approved by members in 2021. Assurance Lincs recently gave high assurance following audit of EP and BC arrangements. Improved flood arrangements are in place.					
Actions for Improvement		Completion Date	Officer		Next Risk Review Date
Refresher training for appropriate officers		31/03/2023	Ady Selby		31/03/2023
Training for all involved with EP and BC up to date		31/03/2023	Ady Selby		

Flood Group approved by BC Committee	31/08/2022	Ady Selby	
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Risk Ref: Overarching Risk	Risk Owner: Nova Roberts	Date: Reviewed March 2022			
Description of Strategic Risk: Inability to maintain service delivery with the amount of change initiatives					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
	1. Inability to deliver critical/key services. 2. Increased risk of harm to vulnerable customers. 3. Financial loss. 4. Reputational damage.				Current Score: Target Score:
			Commentary: All agreed recommendations will be loaded into the council's project management software allowing for oversight to be given to planned works and reporting through ICT, programme and portfolio board. A business case will inform any identified recommendations with a clear focus on resources to implement/embed as well as an understanding of the associate risk. The council's progress and delivery framework will allow for identification of those corporate KPIs that are outside of agreed tolerances for 2 consecutive periods. Teams are heavily engaged in T24 allowing for the identification of potential issues and risks to be addressed and mitigated.		
Actions for Improvement		Completion Date	Officer		Next Risk Review Date
					30/06/2022