

Risk Ref: Our Council	Risk Owner: <b>Emma Foy</b>	Date: Reviewed 5 September 2022			
Description of Strategic Risk: <b>Inability to set a sustainable balanced budget for 2023-24</b>					
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> <p>13. Working jointly across Lincolnshire to mitigate inflationary pressures</p>	2	4	Current Score: 8
					Target Score: 8
			<p><b>Commentary:</b></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> <p>Review of reserves to target invest to save projects.</p>		
Actions for Improvement		Completion Date	Officer		

Risk Ref: Our Council	Risk Owner: <b>Ady Selby</b>		Date: Reviewed 5 September 2022		
Description of Strategic Risk: <b>The quality of services do not meet customer expectations</b>					
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
					Next Risk Review Date: 31.12.2022
<b>Commentary:</b> 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		
Implement CRM and ERP systems		31/12/2022	Jeannette Anderson		

Continual development of P&D reporting and review of measures	31/08/2022	Claire Bailey	
Development and adoption of Customer Experience Strategy	30/04/2022	Lyn Marlow	

Risk Ref: Our Council	Risk Owner: <b>Emma Redwood</b>	Date: Reviewed 5 September 2022			
Description of Strategic Risk: <b>Inability for the Council's governance to support quality decision making</b>					
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 adopted 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 21-22	2	3	Current Score: 6
					Target Score: 6
					Next Risk Review Date: 31.12.2022
			<b>Commentary:</b> 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 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		
Actions for Improvement		Completion Date	Officer		
Reports and Recommendations review to take place		31/05/2023	Katie Storr		
Working group review to take place		30/09/2022	Katie Storr		

Risk Ref: Our People	Risk Owner: <b>Diane Krochmal</b>	Date: Reviewed 5 September 2022			
Description of Strategic Risk: <b>Inability to raise local educational attainment and skills levels</b>					
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 7. Loss of existing provision	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 4. WLDC establish and lead Further Education Taskforce 5. UKSPF investment plan and Multiply delivery	3	3	Current Score: 9
					Target Score: 9
			Next Risk Review Date: 31.12.2022		
Actions for Improvement		Completion Date	Officer		
Deliver the Employment and Skills partnership action plan		31/03/2023	Amanda Bouttell		
UKSPF Business Case for Skills theme		31/12/2022	Amanda Bouttell		

Establish Further Education Taskforce	31/12/2022	Amanda Boutell	
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Risk Ref: Our People	Risk Owner: <b>Diane Krochmal</b>	Date: Reviewed September 2022			
Description of Strategic Risk: <b>Inadequate support is provided for vulnerable groups and communities</b>					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
<p>1. Lack of strategic focus on relevant matters with LCC.</p> <p>2. Inability to identify and reach vulnerable groups.</p> <p>3. Insufficient/inaccurate data analysis to establish need.</p> <p>4. Lack of engagement with and from vulnerable groups.</p> <p>5. Impact of coronavirus pandemic not understood or acted upon</p> <p>6. Impact of cost of living crisis on communities that are already identified as vulnerable</p>	<p>1. Cycle of dependency is perpetuated.</p> <p>2. Demand pressures on services and resources.</p> <p>3. Rural Isolation and increase in rural poverty.</p> <p>4. Increased demand on formal/informal support networks.</p> <p>5. Inability of communities to reach self-sufficiency</p> <p>6. Health inequalities widened</p>	<p>1. Innovation re service provision</p> <p>2. Selective licensing scheme reviewed and progress made towards future scheme</p> <p>3. Focused support for residents of Hemswell Cliff.</p> <p>4. Development of normalisation strategy for Scampton</p> <p>5. Safeguarding policies and procedures operating.</p> <p>6. Wide-range of enforcement tools.</p> <p>7. Effective multi-agency partnership working.</p> <p>8. Communities at Risk policy document in place</p> <p>9 Audit recommendations adhered to</p> <p>10. Housing and Wellbeing Board have oversight</p> <p>11. UKSPF Investment Plan will focus on communities</p>	3	3	Current Score: 9
					Target Score: 6
					Next Risk Review Date: 31/12/2022
<p><b>Commentary:</b></p> <p>Focus in this period has been on the development of the UKSPF investment plan. Next step is development of full business case for further discussion and approval.</p> <p>Also focus on support for Afghan; Ukraine and resettlement of asylum seekers has ensured WLDC are able to engage in these key work streams.</p> <p>Work to maintain stability created in Hemswell Cliff has progressed well, showing that the normalisation strategy process is working. Focus on future of community at Scampton established within planning framework and through the tender exercise for potential development partner.</p> <p>Ongoing work in SWW by Safer Streets Community Development Project Officer has led to informal 'Together' initiative. Focus moving forward is that the community is empowered to drive forward projects.</p>					

Actions for Improvement	Completion Date	Officer	
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	31/03/2023	Diane Krochmal	
SWW Partnership (Together) further developed and governance structure in place	31/03/2023	Diane Krochmal	
Development of Normalisation Strategy for Scampton	31/03/2023	Grant White/Shay Towns	



Risk Ref: Our People	Risk Owner: <b>Diane Krochmal</b>		Date: Reviewed 5 September 2022		
Description of Strategic Risk: <b>Health and wellbeing of the District's residents does not improve.</b>					
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 across the system of District Council role in health 5. Failure to meet housing and housing related support needs. 6. Lack of employment opportunities, mismatch of vacancies and skills	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. 6. Development of District Health and Wellbeing Strategy	3	3	Current Score: 9
					Target Score: 6
					Next Risk Review Date: 31/12/2022
<b>Commentary:</b> Emerging framework of District Health and Wellbeing Strategy which will set out actions to address health inequalities Development of West Lindsey delivery plan aligned to H&W Strategy Homes and Communities portfolio role further understood with a i focus on independent living, reducing health inequalities and prevention and early intervention. 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. Alignment to Let's Move Lincolnshire Strategy					
Actions for Improvement		Completion Date	Officer		
Development and adoption of District Health and Wellbeing Strategy. Theme leads engaged and West Lindsey delivery plan developed		31/03/2023	Diane Krochmal		
Review the need for a Strategic Health Partnership.		31/03/2023	Diane Krochmal		

Risk Ref: Our Place		Risk Owner: <b>Ady Selby</b>		Date: Reviewed 5 September 2022	
Description of Strategic Risk: <b>Insufficient action taken to create a cleaner and safer district</b>					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
<p>1. Lack of robust enforcement policies.</p> <p>2. Lack of capacity to respond effectively to service demand.</p> <p>3. Ineffective messages about social responsibility.</p> <p>4. Ineffective partnership working arrangements.</p> <p>5. Inability to effectively implement new legislation.</p> <p>6. Unexpected outbreak of environmental or health related issue.</p>	<p>1. Residents of the District feel unsafe.</p> <p>2. Rise in number of crime and enforcement related incidents.</p> <p>3. Reputational damage.</p> <p>4. Increase in no. of complaints.</p> <p>5. Increased threat of illness/harm to residents.</p> <p>6. Adverse effect on natural wildlife habitats and bio-diversity.</p> <p>7. Demand pressures on front-line services.</p>	<p>1. Award winning Waste Collection and Street Cleaning Service.</p> <p>2. Trade Waste service provided.</p> <p>3. Enforcement policies operating to oversee all relevant areas.</p> <p>4. CCTV operations in place, 24/7 pilot being rolled out.</p> <p>5. Press/media coverage of successful prosecutions and enforcement cases.</p> <p>6. Adequate officer capacity deployed to cover enforcement matters.</p> <p>7. Educating school children in recycling and sustainability.</p> <p>8 Covid19 protocols in place and adhered to and key messages communicated across the District</p>	2	4	Current Score: 8
					Target Score: 4
					Next Risk Review Date: 31/12/2022
			<p><b>Commentary:</b></p> <p>Single depot supports the continuing success of the waste service.</p> <p>Council agreement to fund work with schools to promote environmental and sustainability issues.</p> <p>Enforcement and environment teams fully resourced and have refreshed strategies.</p> <p>Member Working Group established to produce an Environment and Sustainability Strategy.</p> <p>All guidance relating to Covid19 implemented</p> <p>Restructure of waste management team to ensure futureproofing in place</p> <p>Review of enforcement policies</p> <p>Review of selective licensing scheme</p> <p>Member and Officer Flooding Working Groups established</p> <p>Working parties considering Selective Licensing and Enforcement Policies established</p>		
Actions for Improvement		Completion Date	Officer		

Review and implement refreshed selective licensing scheme	30/10/2023	Andy Gray	
Review Enforcement Policies	31/12/2022	Andy Gray	

Risk Ref: Our Place	Risk Owner: <b>Diane Krochmal</b>		Date: Reviewed 5 September 2022		
Description of Strategic Risk: <b>The local housing market and the Council's housing related services do not meet demand</b>					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1. Housing developers do not build in the District. 2. Lack of suitable development land. 3. Lack of intelligence on housing need/demand. 4. New properties do not match need/demand of local housing market. 5. Existing housing stock is in poor condition. 6. Empty properties not brought back into use. 7. Lack of Council strategic direction and understanding of statutory functions and associated tasks 8. Development and adoption of updated Local Plan to deliver housing to meet identified need.	1. Deterioration in condition of existing housing stock. 2. Increase in number of empty properties. 3. Increased homelessness and overcrowding. 4. Increase in numbers of vulnerable residents. 5. Increased pressure on housing services. 6. Lack of growth across District.	1. CLLP in place and review underway. 2. Housing Strategy refresh completed and in monitoring phase. 3. Selective Licensing Scheme reviewed and plans for future scheme under development 6. Housing & environmental health enforcement action taken. 7. Housing Assistance (financial) Policy. 8. Viable housing solution, RSAP and NSAP properties acquired 9. Review of homelessness strategy underway	3	3	Current Score: 9
					Target Score: 6
					Next Risk Review Date: 31.12.2022
<b>Commentary:</b> Housing Strategy refresh completed and now published and in monitoring phase. Review of homelessness strategy underway. Five-year land supply annual review completed and in robust position. Ongoing work to deliver allocations across the district. First Homes schemes with Homes England in progress with complex S106 works completed to enable delivery. Reg 19 consultation completed on local plan and submitted for examination in public. Expected Nov/Dec 2022.					
Actions for Improvement		Completion Date	Officer		
Resources structure revised to take account of market feedback and recruitment underway.		31/12/2022	Sally Grindrod Smith		
Development of District Health and Wellbeing Strategy		31/03/2023	Diane Krochmal		
Monitoring of Housing Strategy Implementation Plan		31/03/2023	Diane Krochmal		

Risk Ref: Our Place	Risk Owner: <b>Sally Grindrod-Smith</b>		Date: Reviewed 5 September 2022		
Description of Strategic Risk: <b>The local economy does not grow sufficiently</b>					
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 wider economic conditions – inflation / recession	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 6. Cost implications for programmes in delivery	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. Develop West Lindsey's input into Strategic Infrastructure Delivery Plan and emerging infrastructure strategy 5. Ongoing marketing and promotion of district wide successes across growth and development 6. Maintain effective working relationships with key funders to keep cost increases under review 7. Implement LU programme. 8. Development and delivery of Economic Recovery Strategy 9. Implementation of UKSPF Investment Plan	3	3	Current Score: 9
					Target Score: 6
					Next Risk Review Date: 31.12.2022
<b>Commentary:</b> 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. Programme level risks are monitored by the LUF Programme Board. Further to the publication of the Levelling Up White Paper the West Lindsey UKSPF Investment Plan has been submitted and we await feedback from government. In the meantime work to develop the business cases for implantation are underway.					

Actions for Improvement	Completion Date	Officer	
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.	1/04/2023	Sally Grindrod-Smith	
Adoption of Local Plan and revisit employment needs assessment post adoption.	01/04/2023	Sally Grindrod-Smith	
Implementation of Economic Recovery Strategy and working towards revised Economic Growth Strategy in 2024	31/10/2022	Economic Growth Manager (October 2022)	
Implementation of Visitor Economy Strategt	30/09/2022	Wendy Osgodby	
Implementation of UKSPF investment plan	31/12/2022	Sally Grindrod-Smith	

Risk Ref: Overarching Risk	Risk Owner: <b>Nova Roberts</b>		Date: Reviewed 5 September 2022		
Description of Strategic Risk: <b>ICT Security and Information Governance arrangements are ineffective</b>					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
<p>1. Significant data breach or loss of data.</p> <p>2. Successful cyber security incident.</p> <p>3. Lack of staff awareness or training.</p> <p>4. Inadequate infrastructure or ICT security arrangements.</p> <p>5. Lack of or inadequate policies and guidance</p> <p>6. Contracts/sharing agreements with data processors/controllers that do not ensure clauses allowing movement of data to a third country.</p>	<p>1. Significant adverse impact on service delivery.</p> <p>2. Financial loss/fines imposed by ICO.</p> <p>3. Potential ransom demands for release of data.</p> <p>4. Reputational damage.</p> <p>5. Loss of personal and business-related data.</p> <p>6. Failure to maintain our legal compliance with the National Cyber Strategy requirement to mitigate known vulnerabilities</p>	<p>1. Robust ICT security systems in place.</p> <p>2. Cyber Assessment Framework assurance.</p> <p>3. Up to date infrastructure and back-up arrangements (using the national 321 model).</p> <p>4. Business continuity arrangements established.</p> <p>5. Relevant policies covering ICT usage and information security.</p> <p>6. Data Protection Officer and Senior Information Risk Owner roles in place.</p> <p>7. On-going training and awareness for staff; reinforced due to ongoing agile working arrangements</p> <p>8. Process in place for the reporting and investigation of data breaches and learning loop applied.</p> <p>9. PCIDSS compliance</p> <p>10. Rolling programme of audits</p> <p>11. Ensuring standard contractual clauses are in place with data</p>	3	4	Current Score: 12
					Target Score: 8
			<p><b>Commentary:</b></p> <p>Continuous monitoring of officer training and promotion of incident reporting will further mitigate against this risk.</p> <p>The role of Senior Information Risk Owner has been reallocated to the Director of Corporate Services.</p> <p>SIRO attended SIRO training in October 2020. Recent IT Cloud Hosted services and IT disaster Recovery Audits in Sept 22 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 maintain use of data processors/controllers that are storing data in the EU. Standard contractual clauses are being inserted into all relevant contracts and agreements.</p>		

		processors/controllers who hold data outside of UK. 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



Risk Ref: Overarching Risk	Risk Owner: <b>Emma Redwood</b>		Date: Reviewed 5 September 2022					
Description of Strategic Risk: <b>Failure to comply with legislation including Health and Safety matters</b>								
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score			
<ul style="list-style-type: none"> <li>1. Breach of legislation.</li> <li>2. Failure to seek or follow legal advice.</li> <li>3. Complaint from external organisation or member of public.</li> <li>4. Whistleblowing report.</li> <li>5. Increase of reportable incidents in specific work areas or activities.</li> <li>6. Increase of insurance claims.</li> <li>7. Accidents not reported or investigated.</li> <li>8. Increase absence rates or other work related absences.</li> <li>9. Non-compliance with primary legislation or Council policies.</li> <li>10. Project work not planned effectively to control H&amp;S risk.</li> <li>11. Managers and employees not effectively trained in H&amp;S matters.</li> <li>12. Absence of robust H&amp;S monitoring and recording system.</li> <li>13. Fire Risk Assessments not current and reviewed by Managers</li> </ul>	<ul style="list-style-type: none"> <li>1. Reputational damage.</li> <li>2. Financial loss.</li> <li>3. Judicial Review.</li> <li>4. Prosecution for H&amp;S related incidents.</li> <li>5. Employees injured through work activity.</li> <li>6. Increased insurance claims and insurance premiums.</li> <li>7. Member of public, contractor or employee killed at work, possible corporate manslaughter action.</li> <li>8. Staff sickness rates increase due to lack of compliance with good H&amp;S practice.</li> <li>9. Increased employer/employee litigation through inconsistent approach to managing H&amp;S in the workplace.</li> <li>10. Unable to defend H&amp;S claims or disputes.</li> </ul>	<ul style="list-style-type: none"> <li>1. Corporate H&amp;S Officer in place.</li> <li>2. H&amp;S Champions across the Council.</li> <li>3. General H&amp;S training provided. Service specific H&amp;S training and safe working procedures including lone working.</li> <li>4. H&amp;S incident reporting arrangements.</li> <li>5. Service level H&amp;S risk assessments undertaken and regular H&amp;S walks undertaken to identify hazards.</li> <li>6. Reporting to Mgt Team/JSCC on H&amp;S incidents.</li> <li>7. Regular H&amp;S and stress mgt training for all staff.</li> <li>8. Council subscription to Employee Assistance Programme for staff.</li> <li>9. Regular inspections of property, including car parks. Pro-active maintenance programme.</li> <li>10. Early resolution of reported defects.</li> <li>11. Public Liability and Employers Liability insurance</li> </ul>	2	4	<b>Current Score: 8</b>			
						Target Score: 8		
						Next Risk Review Date: 31.12.2022		
<b>Commentary:</b> 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. 4 <sup>th</sup> covid19 survey has been undertaken with positive feedback, good results from previous 3 surveys.								

		<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&amp;S compliance work being undertaken with services.</p>	
Actions for Improvement		Completion Date	Officer

Risk Ref: Overarching Risk	Risk Owner: <b>Ady Selby</b>		Date: Reviewed September 2022		
Description of Strategic Risk: <b>Inability to maintain critical services and deal with emergency events</b>					
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 12. Audit undertaken	2	3	Current Score: 6
					Target Score: 6
			<b>Commentary:</b> 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		
Refresher training for appropriate officers		31/03/2023	Ady Selby		

Training for all involved with EP and BC up to date	31/03/2023	Ady Selby	
Flood Group established and working effectively	31/03/2023	Ady Selby	

Risk Ref: Overarching Risk	Risk Owner: <b>Nova Roberts</b>		Date: Reviewed 5 September 2022		
Description of Strategic Risk: <b>Inability to maintain service delivery with the amount of change initiatives</b>					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1. Loss/failure of service delivery 2. Significant uplift in customer contacts from ineffective service delivery or partnership working. 3. Ineffective or breakdown in customer communication 4. Failure for customers to access vital services	1. Inability to deliver critical/key services. 2. Increased risk of harm to vulnerable customers. 3. Financial loss. 4. Reputational damage.	1. Robust project management and engagement with service experts 2. Continuous improvement workstream to check implementation and ongoing change. 3. Robust governance through Programme board and Portfolio Board 4. Audits planned for the service areas testing process and policy delivery	2	4	Current Score: 8
					Target Score: 6
			Next Risk Review Date: 31/12/2022		
Actions for Improvement		Completion Date	Officer		
1. Implementation of Project Management Office. Approved at Management Team on 05 <sup>th</sup> September, the PMO will allow for projects to be planned to ensure resources are in place to deliver. The PMO will also consider the change implications and help to ensure that change is managed.		31/12/2022	Change, Performance & Programme Manager		

<p>2. Change Impact Assessment. The PMO will complete a Change Impact Assessment at a project's initiation helping to identify its impact to officers. This will help to inform the change management requirements of council projects</p>	<p>31/10/2022</p>	<p>Change, Performance &amp; Programme Manager</p>
<p>3. Project Cohort. Stage One projects are to be approved by a cohort consisting of senior stakeholders. This cohort will ensure that projects are deliverable and assign relevant resources.</p>	<p>31/0/2022</p>	<p>Change, Performance &amp; Programme Manager</p>
<p>4. Implementation of supporting technology. A project management system has been procured and is due for implementation early September.</p>	<p>31/10/2022</p>	<p>Change, Performance &amp; Programme Manager</p>
<p>5. On-going maturity of Performance Management. Oversight of proposed projects will allow for impacted services to be engaged prior to implementation. Close working relationships between the PMO and Performance Management will assist in delivering high performing services.</p>	<p>30/11/2022</p>	<p>Change, Performance &amp; Programme Manager</p>