

Risk Ref: Our Council	Risk Owner: Emma Foy		Date: Reviewed 1 March 2023					
Description of Strategic Risk: Inability to set a sustainable balanced budget for 2024-25								
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score			
1.Commercial ventures do not realise expected financial gains. 2.Government funding arrangements do not match estimates used in financial modelling. 3.Outcomes of: Business Rates Review; Fairer Funding Review; Comprehensive Spending Review; expected savings, efficiency or income initiatives do not deliver expected benefits. 4.Cessation of grant/match-funding streams. 5.Growth forecasts for District are not realised. 6.Unanticipated rise in demand for services. 7.Invest Gainsborough does not deliver. 8.Schemes for other market towns do not materialise. 9.Business planning is not robust. 10. Ongoing financial impacts of Covid-19, cost of living issues and Ukraine developments	1.Case for Gainsborough is not made (Place make). 2.Cuts or reductions in services. 3.Staff redundancies. 4.Inability to deliver Corporate Plan priorities. 5.Growth of the District stagnates. 6.Reputational damage.	1.MTFP in place. 2.Successful commercial trading and investment programme. 3.Annual business planning. 4.Regular budget monitoring. 5.Identification and use of grant-funding opportunities. 6.Value for Money Strategy adopted. 7.Lobbying strategy. 8.Regular review of the commercial property portfolio. 9.Volatility and risk reserves maintained. 10.Resilience indicators developed and monitored. 11. Working Balance minimum set at £2.5m 12. Commercial risk indicators set 13. Working jointly across Lincolnshire to mitigate inflationary pressures	1	4	Current Score: 4			
					Target Score: 4			
						Next Risk Review Date: 1/06/2023		
						Commentary: Following the receipt of Provisional Local Government Settlement and additional one of services grant the Council is now in a position to be able to set a balanced budget in 2024-25.		
Actions for Improvement		Completion Date	Officer					
None								

Risk Ref: Our Council		Risk Owner: Ady Selby		Date: Reviewed 20 March 2023				
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 11. Quality Management Board in place	2	3	Current Score:6			
					Target Score:4			
						Next Risk Review Date: 30/09/2023		
						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					
Implement CRM and ERP systems		30/9/2023	Daniel Reason					

Continual development of P&D reporting and review of measures	30/9/2023	Lyn Marlow
Development and adoption of Customer Experience Strategy	30/4/2023	Lyn Marlow

Risk Ref: Our Council	Risk Owner: Jeanette McGarry		Date: Reviewed 23 March 2023		
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. Poorly trained Staff 4. Out of date Council Constitution 5. 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 Auditors and others in relation to governance arrangements 7. Poor Staff/Member working relationships and low morale. 8. Loss of opportunities	1. Member and Staff training and development programmes in place 2. Member/Officer protocols established 3. Annual review of the Council's Constitution 4. Member's Code of Conduct and Officer Code of Conduct in place 5. Robust corporate governance framework 6. Annual schedule of audits and internal/external audit oversight 7. Corporate Plan 2019-23 approved 8. Programme Boards operating to oversee project development 9. Annual Governance Statement published each year	1	3	Current Score:3
			Target Score: 3		
			Next Risk Review Date: 31/10/2023		
			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 High assurance received from internal audit on the Good Governance Follow up audits G&A committee performs well		
Actions for Improvement		Completion Date	Officer		
Annual Governance Statement approved		31/7/2023	Jeanette McGarry		
Six monthly review of Strategic Risks		31/10/2023	Katy Allen		
Annual Assurance – Recommendations Implemented		29/2/2024	Jeanette McGarry		

Risk Ref: Our People		Risk Owner: Diane Krochmal		Date: Reviewed 21 March 2023			
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. 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: 31/03/2024		
					Commentary: Employment and Skills Partnership have been engaged in the development of the skills element of the UKSPF. This can provide some limited support for training and skills provision. The team are working with LCC who are responsible for the Multiply element of the UKSPF which focuses on numeracy to ensure provision is made available where needed across the district. Major blow to local provision due to announced closure of Gainsborough College. Establishment of Taskforce to consider impacts and future options will be focus of work in short term.		
Actions for Improvement				Completion Date	Officer		
Implement the Employment and Skills partnership action plan				31/03/2024	Amanda Bouttell		
UKSPF Business Case for Skills theme				30/09/2023	Amanda Bouttell		

Risk Ref: Our People	Risk Owner: Diane Krochmal	Date: Reviewed 21 March 2023						
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. 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 cost of living crisis on all communities 6. Impact of cost of living crisis on communities that are already identified as vulnerable.	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. Targeted enforcement project in private rented sector currently being developed 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 Strategy in place 9. Audit recommendations adhered to 10. Housing and Wellbeing Board have oversight 11. UKSPF Investment Plan with focus on communities.	3	3	Current Score: 9			
					Target Score: 6			
						Next Risk Review date: 30/09/2023		
						Commentary: Full business cases for UKSPF agreed and approved. Focus on support for Afghan; Ukraine and resettlement of asylum seekers continues. Work to maintain stability created in Hemswell Cliff has progresses well, showing that the normalisation strategy process is working. Focus on future of community at Scampton is established within planning framework. A development partner appointed. 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.		

Actions for Improvement	Completion Date	Officer
P3 VHS, NSAP and RSAP and HATS housing projects in delivery to assist vulnerable communities, providing a pathway to sustainable housing and also improve local housing stock.	30/09/2023	Diane Krochmal
SWW informal Partnership (Together) further developed and governance structure in place	30/09/2023	Diane Krochmal
Development of Normalisation Strategy for Scampton	30/09/2023	Grant White

Risk Ref: Our People	Risk Owner: Diane Krochmal		Date: Reviewed 21 March 2023		
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 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 7. Increase in health in-equalities	1. Leisure Contract monitoring 2. Everyone Active Community Wellbeing Plan developed. 3. Wellbeing service in place and promoted with clear objectives. 4. WLDC Wellbeing Lincs Management Board representation 5. West Lindsey representation on Housing, Health and Care delivery group and progress against Homes for Independence Blueprint delivery plan monitored 6. Representation on Health Inequalities Programme Board 7. Development of District Health and Wellbeing Strategy.	3	3	Current Score: 9
					Target Score: 6
			Next Risk Review date: 30/09/2023		
			Commentary: 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 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. Have regard to Better Lives Lincolnshire ICP 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.	30/09/2023	Diane Krochmal
Engage with PCNs.	30/09/2023	Diane Krochmal

Risk Ref: Our Place		Risk Owner: Nova Roberts		Date: Reviewed 23 March 2023				
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. Refreshed (Mar 23) Enforcement policies operating to oversee all relevant areas. 4. CCTV operations in place 24/7 pilot being rolled out. 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.	2	4	Current Score: 8			
					Target Score: 4			
						Next Risk Review Date: 30/09/2023		
						Commentary: Single depot supports the continuing success of the waste service. both Street Cleansing and Waste Services won awards at the APSE annual seminar. Council agreement to fund work with schools to promote environmental and sustainability issues. Enforcement and environment teams fully resourced and have refreshed strategies and policy documents. Member Working Group established to produce an Environment and Sustainability Strategy. Restructure of street cleansing team to ensure futureproofing in place. Review of enforcement policies complete (Mar 23). Review of PRS/Selective licensing scheme complete with Member Working Group (Mar 23) next steps to be reviewed in the next 12 months Member and Officer Flooding Working Groups established.		
Actions for Improvement		Completion Date	Officer					
Review options for PRS/Selective licensing scheme		30/09/2023	Andy Gray					

Risk Ref: Our Place	Risk Owner: Diane Krochmal		Date: Reviewed 21 March 2023		
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
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 due for adoption 17.4.23. 2. Housing Strategy adopted. 3. Targeted enforcement project is being developed. 4. Housing & environmental health enforcement action taken 5. Viable housing solution, RSAP and NSAP properties acquired 6. Review of homelessness and rough sleeping strategy adopted. 7. Temporary accommodation review undertaken. Project underway to deliver additional TA	3	3	Current Score:9
					Target Score:6
			Next Risk Review Date: 31/03/2024		
			Commentary: Housing Strategy adopted and now published and in monitoring phase. Homelessness and rough sleeping strategy adopted. Five-year land supply in robust position. First Homes schemes with Homes England in progress with complex S106 works completed to enable delivery. CLLP examination in public taken place. Due for adoption 17.4.23		
Actions for Improvement		Completion Date	Officer		
Development of a West Lindsey delivery plan in relation to the housing and homelessness leaver area of the District Health and Wellbeing Strategy		30/09/2023	Diane Krochmal		
Monitoring of Housing Strategy delivery Plan		31/03/2024	Sarah Elvin		
Review options for PRS/Selective licensing scheme		30/09/2023	Andy Gray		

Risk Ref: Our Place	Risk Owner: Sally Grindrod-Smith		Date: Reviewed 23 March 2023					
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 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 success 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: 30/10/2023		
						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. 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 implementation 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 therefore action remains and completion day reflects this.	1/04/2023	Sally Grindrod-Smith
Adoption of Local Plan and revisit employment needs assessment post adoption.	1/04/2023	Sally Grindrod-Smith
Implement Economic Recovery Strategy and progress development of new Economic Growth Strategy	31/03/2023	Sally Grindrod-Smith

Risk Ref: Overarching Risk	Risk Owner: Nova Roberts		Date: Reviewed 23 March 2023					
Description of Strategic Risk: ICT Security and Information Governance arrangements are ineffective								
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score			
1. Significant data breach or cyber 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.	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. 6. Failure to maintain our legal compliance with the National Cyber Strategy requirement to mitigate known vulnerabilities.	1. Robust ICT security systems in place. 2. Cyber Assessment Framework assurance. 3. Up to date infrastructure and back-up arrangements (using the national 321 model). 4. Business continuity arrangements established and updated. 5. All ICT Policies reviewed, updated and approved March 23 including those covering ICT usage and information security. 6. Data Protection Officer, Certified Information Systems Security Professional, Certified Information Security Manager and Senior Information Risk Owner roles in place. 7. On-going training and awareness for staff; reinforced due to ongoing hybrid agile 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 completed in 22/23 High Assurance rating for ICT Patch Management, Substantial Assurance for Cloud Hosted Services, ICT Helpdesk and ICT Disaster Recovery. 11. Ensuring standard contractual clauses are in place with data	2	4	Current Score:8			
					Target Score:8			
						Next Risk Review Meeting:		
						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 Interim Assistant Director and Monitoring Officer. All ICT Policies reviewed, updated and approved March 23. ICT audit completed in 22/23 providing High Assurance rating for ICT Patch Management, Substantial Assurance for Cloud Hosted Services, ICT Helpdesk and ICT Disaster Recovery. The ICT Team have full accreditation to undertake organisational cyber assessments as part of Cyber Essentials +. ICT Assurance Map full review completed for 2023/2024		

		<p>processors/controllers who hold data outside of UK.</p> <p>12. Insurance in place to cover costs of recovery from ICT failure/cyber attack.</p> <p>13. The ICT Team have the capability and certification to undertake organisational cyber assessments (Cyber Essentials +) and hold the following cyber accreditation's:</p> <p>Certified Information Systems Security Professional (CISSP)</p> <p>Certified Cloud Security Professional (CCSP)</p> <p>Certified Information Security Manager (CISM)</p> <p>Cisco Certified Network Engineer (CCNE)</p> <p>Certified Ethical Hacker (CEH)</p> <p>Microsoft Cloud Security</p> <p>14. Weekly staff message - provides cyber updates and alerts.</p> <p>15. Fast time communication is used to mitigate threats</p> <p>16. ICT Assurance Map review completed for 2023</p>	
Actions for Improvement		Completion Date	Officer
Annual Review of the ICT Assurance Review (Assurance Lincs)		31/03/2024	Cliff Dean

Risk Ref: Overarching Risk		Risk Owner: Jeanette McGarry		Date: Reviewed 23 March 2023	
Description of Strategic Risk: Failure to comply with legislation including Health and Safety matters					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1. Breach of legislation. 2. Non compliance with Council policies and procedures 3. Failure to seek or follow legal advice. 4. Complaint from external organisation or member of public. 5. Whistleblowing report. 6. Increase of reportable incidents in specific work areas or activities. 7. Increase of insurance claims. 8. Accidents not reported or investigated. 9. Project work not planned effectively to control H&S risk. 10. Managers and employees not effectively trained in H&S matters. 11. Absence of robust H&S monitoring and recording system. 12. Fire Risk Assessments not up to date	1. Reputational damage. 2. Financial loss. 3. Increase in Legal challengers 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 injured 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	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 in place.	2	4	Current Score:8
					Target Score:8
			Next Risk Review Date: 31/12/2023		
			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. Annual staff survey to continue		

		12. Legislative implications included on all reports. 13. Compliance with current legislation and best practice. 14. Membership and use of Legal Services Lincolnshire. 15. H&S compliance work being undertaken with services	
Actions for Improvement		Completion Date	Officer
None			

Risk Ref: Overarching Risk	Risk Owner: Ady Selby		Date: Reviewed 20 March 2023		
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 12. Audit undertaken, high assurance	2	3	Current Score: 6
					Target Score: 6
			Next Risk Review Date: 30/09/2023		
			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		
Refresher training for appropriate officers		30/09/2023	Ady Selby		
Training for all involved with EP and BC up to date		30/9/2023	Ady Selby		

Risk Ref: Overarching Risk	Risk Owner: Nova Roberts		Date: Reviewed 23 March 2023		
Description of Strategic Risk: Inability to maintain service delivery with the amount of change initiatives					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1. Loss / Failure of service delivery. 2. Significant uplift in customer contacts from effective service delivery to 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. 5. P3M3 Maturity Model annual review engaging stakeholders on how change is delivered. 6. Performance and Delivery quarterly reports to track any negative service impact and performance improvement plans in place.	2	4	Current Score: 8
					Target Score:6
			Next Risk Review Date: 30/09/2023		
			Commentary: Recruitment has been successful in 22/23 to appoint the resource needed to implement the Project Management Office (PMO) approach. The project management documentation now includes the Change Impact Assessment which ascertains the required level of change management activity. The Project Cohort is also active and discusses Stage One projects for prioritisation. P3M3 Maturity Model reviews the project and programme management with key internal stakeholders to explore areas of success and improvement. Linkages are also being made to the council's Business Planning process to allow for a pipeline of projects to be identified to ensure that future initiatives are adequately resourced		
Actions for Improvement		Completion Date	Officer		
Implementation and embedding of Project Management Office		30/06/2023	Darren Mellors		