Risk Ref: Our Council	Risk Owner: Emma Foy		Date Reviewed: 10 June 2024		
Description of Strategic Risk: Inability to set a sustainable balanced budget for 2025/26					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1.Commercial ventures do not realise expected financial gains. 2. Council Tax Collection does not reach target level 3.Government funding arrangements do not match estimates used in financial modelling. 4.Outcomes of: Business Rates Review; Fairer Funding Review; Comprehensive Spending Review; expected savings, efficiency or income initiatives do not deliver expected benefits. 5.Cessation of grant/match-funding streams. 6.Growth forecasts for District are not realised. 7.Unanticipated rise in demand for services. 9.Invest Gainsborough does not deliver. 9.Business planning is not robust. 10. Ongoing financial impacts of Covid-19, cost of living issues and Ukraine developments. 11. Income Generating services do not achieve business plan expectations	1. Cuts or reductions in services. 2. Staff redundancies. 3. Inability to deliver Corporate Plan priorities. 4. Growth of the District stagnates. 5. Reputational damage.	1.MTFP in place. 2. Commercial trading and investment programme in place 3.Annual business planning. 4.Regular budget monitoring. 5.Identification and use of grant-funding opportunities. 6.Value for Money approach adopted. 7.Lobbying in place 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. 14. Regular deputy s.151 monitoring of achievement of business plans 15. Council Tax collection recovery plan to be in place.	3	4	Current Score: 12
					Target Score: 4
			Next Risk Review Meeting: 8 July 2024		
			Commentary: The risk has increased due to failure to meet Collection Rate targets for consecutive quarters.		

12. General Election and New Government provides further cuts in funding.			
Actions for Improvement		**Completion Date:**	**Officer:**
Member and Officer workshops so that everyone understands financial position		31/07/2024	Emma Foy

Risk Ref: Our Council	Risk Owner: Emma Foy		Date Reviewed: 10 June 2024		
Description of Strategic Risk: Cost related to the proposed asylum centre at Scampton has an adverse impact on financial sustainability					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1. Home Office have taken ownership of RAF Scampton to deliver an asylum accommodation site for up to 800service users. 2. The Council was preferred bidder to procure the site to deliver a significant heritage and regeneration programme via a development partner	1. Non-Delivery of the RAF Scampton Heritage Centre. 2. Reduction of Business Rates income from the site. 3. Additional service requirements as a result of alternative use e.g. CCTV, Homelessness, Anti-social behaviour, community cohesion, licensing.	1. Discussions with Home Office 2. Partnership Work across all statutory agencies in Lincolnshire. 3. Legal action (Judicial review). 4. Financial negotiations with Home Office and partner organisations. 5. Ongoing representation by local MP. 6.Ongoing demands for local community consultation.	3	3	Current Score: 9
					Target Score: 1
			Next Risk Review Meeting: 8 July 2024		
			Commentary: The JR has already been held and our claim dismissed, the Council is appealing this decision. Negotiations are continuing over funding. These negotiations are limited though due to lack of information coming forwards from Central Government.		

Actions for Improvement	Completion Date:	Officer:
Implementation of the funding agreement	28/06/2024	Emma Foy
Agree funding arrangement with Central Government	26/05/2024	Emma Foy
Ongoing attendance and representation at MAG meetings	21/12/2024	Ian Knowles

Risk Ref: Our Council	Risk Owner: Ady Selby		Date Reviewed: 10 June 2024		
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. 6. The inability to meet current and future need and demand based on evidence and insight.	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. Continual development of Customer Relationship Management (CRM) technology. 7. Robust performance mgt in place. 8. Benchmarking processes in place. 9. Dedicated corporate training budget. 10. Customer Experience Strategy being actioned. 11. Quality Management Board in place. 12. New structure rolled out in Customer Services including strengthening links with service areas. 13. New contact centre technology procured and to rolled out in August 2024. 14. Compliance with new national complaints handling guidance. Monitoring by government to start in 2025.	2	3	Current Score: 6
					Target Score: 4
			Next Risk Review Meeting: 8 July 2024		
			Commentary: The T24 programme is designed to put the customer at the centre of every service and will help to mitigate this risk. Feb 24 away day recommends next service reviews and returning to recommendations of previous reviews to ensure delivery completion. The Customer Experience Strategy has been agreed and currently is being implemented. New CRM and other procured software will strengthen the quality of retained information – CRM and ERP development continues and new processes proving beneficial to customers. New Contact Centre roll out begins August 24.		

Actions for Improvement	Completion Date:	Officer:
Continual development of CRM and ERP systems	31/10/2024	Daniel Reason
Continual development of P&D reporting and review of measures	31/10/2024	Lyn Marlow
Customer Experience Strategy to be taken to WMT	31/10/2024	Lyn Marlow
Strengthen ties between Customer Experience Strategy and Services	31/10/2024	Lyn Marlow

Risk Ref: Our Council	Risk Owner: Ady Selby		Date Reviewed: 10 June 2024		
Description of Strategic Risk: The Council is underprepared for the impact of extreme weather due to the change in environmental conditions					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1. Weather events and impacts such as storms, excessive heat/cold and flooding.	1. Impact on residents and businesses creating demand on services both in and out of hours, front line services such as Customer Services and Waste. 2. Capacity of officers involved in LRF in response and recovery phases. 3. Protection of staff in extreme temperatures. 4. Financial cost due to the need for rest centres, accommodation and any necessary house/garden clearance. 5. Risk to the reputation of the council due to perception of the Council not supporting their residents and businesses.	1. Emergency Plan 2. Business Continuity Plans 3. Service level extreme weather plans 4. Out of hours strategic and operational call out service 5. Staff Facebook group to ask for additional support 6. Members of Lincolnshire Resilience Forum. 7. Member Environment Working Group 8. Member and officer flood and drainage working groups 9. Member emergency planning training 10. Ongoing Officer training at strategic and tactical level 11. Member of LRF Warn and Inform group 12. Potential to identify reserve budget for impact of severe weather	4	3	**Current Score: 12**
					Target Score: 10
			Next Risk Review Meeting: 8 July 2024		
			Commentary: Recent events such as Storms Babet and Henk and the 2023 European heatwave have demonstrated the potential impacts of such scenarios on our residents, businesses and services. Most commentators predict occurrences will become more regular in coming years and the Council should prepare to deal with outputs using its skills and relationships. Flood and Drainage Working Groups continue to operate effectively (Mar 24) Council resolved to write to LCC confirming support of further water management working group (March 24 to dispatch) All service area BCP's undertaking full review (Sept 24) Three yearly review of Emergency Plan underway MT to consider current emergency arrangements including officer and Member training plan (Sept 24) Member Emergency Planning training undertaken.		

Actions for Improvement	Completion Date:	Officer:
Review Emergency Plan and business continuity arrangements	30/09/2024	Ady Selby

Risk Ref: Our Council	Risk Owner: Lisa Langdon		Date Reviewed: 10 June 2024		
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. Delays to Member training. 3. Lack of political awareness from Staff. 4. Out of date Council Constitution. 5. Ambiguity around the ambitions of the Council. 6. Member/Officer relations. 7. Insufficient awareness of constitutional requirements	1. Inefficient use of resources. 2. Reputational loss. 3. Rise in no. of Standard Complaints. 4. Judicial Reviews and Planning Appeals. 5. Delay in delivery/cancellation of key Council projects. 6. Concerns from Internal/External Auditors and others in relation to governance arrangements. 7. Poor Staff/Member working relationships and low morale. 8. Risk of legal challenges	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 2023-27 approved. 8. Programme Boards operating to oversee project development 9. Regular Chief Executive/Leader discussions. 10. Core Governance Skills Programme completed.	2	3	Current Score: 6 Target Score: 3

Next Risk Review Meeting: 8 July 2024

Commentary:
Members and officers within the wider management team have been provided with political awareness training.
Leader and Deputy Leader commencing LGA Leadership Training for Councillors.
Revised training plan agreed in Sept 2023 by Governance and Audit Committee with delivery timescales running until end April 2024 and 2024/2025 training to continue in accordance with the training programme.
The Constitution is being reviewed and the refreshed version will be presented to the Governance and Audit Committee in the Autumn of 2024.

Actions for Improvement	Completion Date:	Officer:
To continue with annual Member training in accordance with the annual training plan.	30/03/2025	Emma Foy
Quarterly review of Strategic Risks	31/07/2024	Katy Allen

Risk Ref: Our People	Risk Owner: Sally Grindrod-Smith		Date Reviewed: 10 June 2024		
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. UKSPF investment plan and Multiply delivery. 5. Engage with UKAEA and skills providers across Lincolnshire and Nottinghamshire to develop skills provision for STEP Fusion plant. 6. Work with Lincolnshire County Council on aspiration raising programme in primary schools.	3	3	Current Score: 9
					Target Score: 9
			Next Risk Review Meeting: 8 July 2024		
			Commentary: Employment and Skills Partnership continues to deliver. Committee agreement to include the role of Further Education Taskforce. Strategic Skills Collaboration for UKAEA STEP project is going from strength to strength and UKAEA recognise the value of working with local partners. The partnership is fully engaged with the live procurement exercise to be the provider of choice for the early skills delivery and WLDC playing an active role. Close working with LEP Enterprise Advisers to ensure local delivery in West Lindsey schools. UKSPF interventions in delivery. Skills Reach study completed and published, now being used to inform refresh of the Employment and Skills Partnership action plan and the development of future interventions. UKSPF funding supporting Careers Net and Move On projects in the district. 3,000 primary age pupils engaged to date during 2024 through aspiration assemblies.		
Actions for Improvement				Completion Date:	Officer:
Refresh the Employment and Skills partnership action plan				01/09/2024	Amanda Bouttell

Development of projects to identify and address specific skills shortages (technical and vocational) within key employers/sectors, with a focus on key growth sectors including Agri Tech, Care, Manufacturing, Defence, Alternative Energy and the Visitor Economy.	31/03/2025	Amanda Bouttell
Fully participate in UKAEA Skills Collaboration to ensure final tender submitted as provider collaboration for early skills delivery	01/09/2024	Sally Grindrod-Smith

Risk Ref: Our People	Risk Owner: Sally Grindrod-Smith		Date Reviewed: 10 June 2024		
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, Wellbeing and Communities Board have oversight. 11. UKSPF Investment Plan with focus on communities. 12. Working through Multi Agency Forum to minimise impact of Home Office Asylum proposals. 13. Shared use proposal development with Home Office to support in unlocking regeneration and managing impact of asylum accommodation proposals.	3	3	Current Score: 9
					Target Score: 6
			Next Risk Review Meeting: 8 July 2024		
			Commentary: Review of P3 Gainsborough Housing and Support project completed and to be presented to committee in April. Opportunity to consider future areas of funding to expand the project. UKSPF interventions delivering community grants to support the sustainability of community facilities. Engagement with Lincolnshire Resettlement Partnership and East Midlands Councils ensures we understand and respond to national asylum resettlement issues. Work to maintain stability created in Hemswell Cliff has progresses well, showing that the normalisation strategy process is working. Work to mitigate impact of Large Scale Asylum Accommodation proposals at RAF Scampton ongoing. Ongoing work in SWW by Safer Streets Community Development Project Officer has led to informal 'Together' initiative. Working towards formalising the governance around the Together Initiative. Focus moving forward is that the community is empowered to drive forward projects. Full update to committee on the P3 Viable Housing Solutions project. Options for the future to developed.		
Actions for Improvement			Completion Date:	Officer:	
Development of options for the future of the P3 Viable Housing Solutions Project			01/04/2025	Sarah Elvin	

SWW informal Partnership (Together) further developed, governance structure and future action plan in place	01/09/2024	Grant White
Continue to work with public sector colleagues to secure sustainable future for RAF Scampton	31/03/2025	Sally Grindrod-Smith

Risk Ref: Our People	Risk Owner: Sally Grindrod-Smith		Date Reviewed: 10 June 2024		
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.
7. Lack of funding for Disabled Facilities Adaptations.	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 and delivery of District Health and Wellbeing Strategy.	3	3	Current Score: 9
					Target Score: 6
			Next Risk Review Meeting: 8 July 2024		
			Commentary:
Lincolnshire District wide Health and Well-being Strategy adopted. Actions being developed through business planning and co-ordinated by Homes, Health and Well-being Manager.
Development of West Lindsey delivery plan aligned to H&W Strategy.
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.
Further developing WLDC's engagement across Well-being agenda, with particular focus on the provision of Disabled Facilities Grant funding and the allocation mechanism which is currently curtailing delivery.
WLDC to engage fully in the recommissioning of the Well-Being Lincs service		

Actions for Improvement	Completion Date:	Officer:
Embed monitoring of the District Health and Well-being Strategy through the business planning process	01/09/2024	Sarah Elvin
Continue engagement with Primary Care Networks through Lincolnshire ICB structure	01/09/2024	Sarah Elvin
Continue strategic and political engagement with partners to secure review of funding mechanism for DFGs	28/02/2025	Sally Grindrod-Smith
WLDC to participate in the recommissioning of the Well-being Lincs contract	01/09/2024	Sarah Elvin

Risk Ref: Our Place	Risk Owner: Sally Grindrod-Smith		Date Reviewed: 10 June 2024		
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/ unknown condition of current housing stock. 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. Ongoing monitoring of Central Lincolnshire Local Plan. 2. Housing Strategy adopted. 3. Targeted enforcement project is being delivered and will be reviewed. 4. Housing & environmental health enforcement action taken. 5. Viable housing solution, RSAP and NSAP properties acquired. 6. Delivery of homelessness strategy. 7. Temporary accommodation review undertaken. Project underway to deliver additional temporary accommodation.	3	3	Current Score: 9
					Target Score: 6
			Next Risk Review Meeting: 8 July 2024		
			Commentary: Housing Strategy adopted and now published and in monitoring phase. Update due to Housing Condition Survey in 2024 with Lincolnshire partners. 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. Central Lincolnshire Local Plan adopted April 2023. Infrastructure Funding Statement published by December 2023. Monitor impact of Renters Reform Bill. Private Rented Sector Commitment to be drafted and presented to committee. Ongoing liaison with developers and landowners to ensure housing delivery in line with Local Plan targets. Full Business Case for the delivery of additional temporary accommodation now approved and procurement underway.		

Actions for Improvement	Completion Date:	Officer:
Development of Supplementary Planning document to support investment in affordable housing through the planning system.	31/03/2025	Rachael Hughes
Monitoring of Housing Strategy delivery Plan	01/09/2024	Sarah Elvin
Completion of Housing Stock Condition Survey to inform approach to Private Sector Housing action	01/12/2024	Andy Gray
Delivery of additional temporary accommodation across the district to meet growing demands	01/03/2025	Sarah Elvin

Risk Ref: Our Place	Risk Owner: Sally Grindrod-Smith		Date Reviewed: 10 June 2024		
Description of Strategic Risk: The local economy does not grow sufficiently					
Trigger	Impact	Current Controls	Trigger	Impact	Current Controls
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. 6. National government decision impacts local delivery.	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. Maintain sustainable Local Plan for Central Lincolnshire. 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 Levelling Up programme. 8. Development and delivery of Economic Recovery Strategy leading to new Economic Development Strategy 9. Implementation of UKSPF Investment Plan.	3	3	**Current Score: 9**
					Target Score: 6
			Next Risk Review Meeting: 8 July 2024		
			Commentary: Development of new Economic Growth Strategy now commenced. UKSPF intervention to support growth of Agri Tech sector through Agricultural Growth Zone underway. Working closely with University of Lincoln to delivery the Ceres Agri Tech project in West Lindsey. Translating agri-tech innovation from lab to field - Ceres Agri-Tech - A knowledge exchange partnership for the agri-tech sector (ceresagritech.org) Continued engagement with strategic partners such as University of Lincoln, UKAEA Greater Lincolnshire LEP and growth sectors is developing a strong strategic position for the growth of the district. Ongoing work to safeguard the investment and regeneration planned at RAF Scampton is a key element of our growth strategy.		

Actions for Improvement	Completion Date:	Officer:
Development of new Economic Growth Strategy for West Lindsey	01/04/2025	James Makinson-Sanders
Ensure profile and reputation of WLDC as place to invest and do business remains strong through networking and promotion of success. Review Place Board and consider options for the future.	01/09/2024	Sally Grindrod-Smith
Revisit economic evidence base in support of next phase of Local Plan review aligned with development of economic growth / development strategy	30/09/2024	Sally Grindrod-Smith
Ongoing work to deliver the development agreement for the investment and regeneration of Scampton	01/12/2024	Sally Grindrod-Smith

Risk Ref: Our Place	Risk Owner: Nova Roberts			Date Reviewed: 10 June 2024		
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 biodiversity. 7. Demand pressures on front-line services.	1. Award winning Waste Collection and Street Cleaning Service. 2. Trade Waste service provided. 3. Domestic Big Bin Hire introduced in 2024 3. Refreshed (Mar 2023) Enforcement policies operating to oversee all relevant areas. 4. CCTV operations in place 24/7. 5. Press/media coverage of successful prosecutions and enforcement cases. 6. Adequate officer capacity deployed to cover enforcement matters with 2 additional fixed term officers approved for additional coverage. 7. Educating school children in recycling and sustainability. 8. Monthly tactical meetings with the Police and Environment Agency 9. Any resource pressures are identified in advance and discussed at MT or relevant Committee. 10. LRF Sat phone and fax machine tested quarterly.		2	4	Current Score: 8
						Target Score: 4
				Next Risk Review Meeting: 8 July 2024		
				Commentary: Single depot supports the continuing success of the waste service. Both Street Cleansing and Waste Services won awards at the APSE annual seminar for 2 consecutive years. Council funded work with schools to promote environmental and sustainability issues. as well as promoted at the Lincolnshire Show 2023. Enforcement and environment teams fully resourced and have refreshed strategies and policy documents. With 2 additional enforcement officers approved in January 2024. Member Working Group established to produce an Environment and Sustainability Strategy. Review of enforcement policies completed and approved in March 2023. Review of PRS Strategic policy in 2024 alongside the progression of the Renters (Reform) Bill through Parliament. Member and Officer Flooding Working Groups established and reporting to O&S. Presentation from the Lincolnshire Waste Partnership of the roll out of purple-lidded bins reporting to O&S in March 2024.		
Actions for Improvement					Completion Date:	Officer:
Recruit and onboard the 2 FTC additional Enforcement resources					30/06/2024	Andy Gray

Risk Ref: Our Place	Risk Owner: Rachael Hughes		Date Reviewed: 10 June 2024		
Description of Strategic Risk: Inability to deliver our Climate Change ambitions and not deliver net zero carbon emissions by 2050					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
Lack of capacity and resource to respond effectively. Systems and processes not adequately supporting decision making and monitoring of impacts. Council fails to meet the duties and obligations under the Environment Act.	Unable to meet the Strategic objectives of Connecting our local communities and increasing the quality and provision of green space and ensuring the Council is meeting its duties and obligations under the Environment Act, 2021 Reputation impact of not fulfilling our commitments expected from being a community leader. Ecological impact on the district.	Climate Strategy and Action Plan Earmarked reserves Climate initiatives Member and Officer working groups County wide Partnership working Central Lincolnshire Local Plan	1	4	Current Score: 4
					Target Score: 4
			Next Risk Review Meeting: 8 July 2024		
			Commentary: Reviewing the Climate Change Strategy. Working with Team Managers with their business planning Annual update to Members Opportunities to respond to this agenda are emerging all the time and being reviewed		
Actions for Improvement			Completion Date:	Officer:	
Review of the Climate Change Strategy			31/07/2024	Rachael Hughes	

Risk Ref: Overarching	Risk Owner: Ady Selby		Date Reviewed: 10 June 2024		
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. 6. Lack of skilled officers to deal with emerging issues.	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. Member training around their role in emergencies. 11. Effective internal EP Group. 12. EP area at new depot. 13. Audit undertaken, high assurance. 14. SLA in place for support from LCC EP Officer. 15. Continued work with partners on Humber 2100 Strategy. 16. Approval of new, countrywide low-level emergency response procedure.	2	3	Current Score: 6
					Target Score: 6
			Next Risk Review Meeting: 8 July 2024		
			Commentary: Effective business continuity and emergency planning responses are in place. Frequent testing is a key priority. All service area BCP's undertaking full review A refreshed emergency plan was approved by members in 2021, it is reviewed regularly by Director and LCC EP Officer. Three yearly review of Emergency Plan underway (to be completed by Sept 24) Assurance Lincs recently gave high assurance following audit of EP and BC arrangements. Improved flood arrangements are in place, including Member and Officer Flood Working Groups. Flood and Drainage Working Groups continue to operate effectively Council wrote to LCC confirming support of further water management working group MT to consider current emergency arrangements including officer and Member training plan (Sept 24) Member Emergency Planning training undertaken.		
Actions for Improvement				Completion Date:	Officer:

Refresher training for appropriate officers. Plan to MT Sept 24	31/10/2024	Ady Selby
Training for all involved with EP and BC up to date. Training for OOH Officers continues	31/10/2024	Ady Selby

Risk Ref: Overarching	Risk Owner: Nova Roberts		Date Reviewed: 10 June 2024		
Description of Strategic Risk: ICT Security and Information Governance arrangements are ineffective – Part A: Data Extortion Attack, State-aligned actors (those working for a government to disrupt or compromise organisations or individuals)					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1. Illicit revenue generation by Cyber Criminals using cyber attacks against the Council in search of information and credentials. 2. Spear-phishing, targeted cyber attack activity against individuals of interest to external parties to gain confidential information.	1. Significant adverse impact on service delivery. 2. Organisation reputational damage. 3. Loss of confidential personal and business related data.	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 2023 including those covering ICT usage and information security. 6. Data Protection Officer, Certified Information Systems Security Professional, Certified Information Security Manager Certified Ethical Hacker and Senior Information Risk Owner roles in place. 7. On-going training and awareness for staff; reinforced due to agile working arrangements. 8. Process in place for the reporting and investigation of data breaches and learning loop applied. 9. PCI-DSS 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. Next Cyber Security Audit in 23/24. 11. Ensuring standard contractual clauses are in place with data processors/controllers who hold data outside of UK. 12. Insurance in place to cover costs of recovery from ICT failure/cyber attack. 13. The ICT Team have the capability and certification to undertake organisational cyber assessments (Cyber Essentials +) and hold the following cyber accreditation's: - Certified Information Systems Security Professional (CISSP)	1	4	Current Score: 4
					Target Score: 4
			Next Risk Review Meeting: 8 July 2024		
			Commentary: Continuous monitoring of officer training and promotion of incident reporting, post incident review to mitigate future risk. The role of Senior Information Risk Owner has been allocated to the Assistant Director People and Democratic Services 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. Cyber Security Incident Management Audit returned a Substantial outcome in February 2024. Cyber Security messaging and advice is provided weekly for officers and monthly for Members. Active Cyber defence: -Protected Domain -Mail Check -Mail Scanning -Website checks -Takedown criminal websites -Suspicious email reporting service		

		- Certified Cloud Security Professional (CCSP) - Certified Information Security Manager (CISM) - Cisco Certified Network Engineer (CCNE) - Certified Ethical Hacker (CEH) - Microsoft Cloud Security 14. Weekly staff message and monthly member message - provides cyber updates, actions, advice and alerts. 15. Fast time communication is used to mitigate threats. 16. Annual ICT Combined Assurance Map review completion. 17. PSN compliance.	Q4 review of the ICT Combined Assurance Review completed February 2024.

Actions for Improvement	Completion Date:	Officer:
No actions		

Risk Ref: Overarching	Risk Owner: Nova Roberts			Date Reviewed: 10 June 2024		
Description of Strategic Risk: ICT Security and Information Governance arrangements are ineffective – Part B: Significant data breach or cyber loss of data						
Trigger	Impact	Current Controls		Likelihood	Impact	Risk Score
1. Individual staff data compromise or breach 4. Inadequate infrastructure or ICT security arrangements leading to successful cyber security incident 3. Failure to adhere to 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. Next Cyber Security Audit in 23/24. 11. Ensuring standard contractual clauses are in place with data processors/controllers who hold data outside of UK. 12. Insurance in place to cover costs of recovery from ICT failure/cyber-attack. 13. The ICT Team have the capability and certification to undertake organisational cyber assessments (Cyber Essentials +) and hold the following cyber accreditation's: Certified Information Systems Security Professional (CISSP)		2	4	**Current Score: 8**
						Target Score: 8
				Next Risk Review Meeting: 8 July 2024		
				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 Assistant Director of People and Democratic Services 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. Cyber Security Incident Management Audit returned a Substantial outcome in February 2024. Cyber Security messaging and advice is provided weekly for officers and monthly for Members. Supplier scanning to improve security. Secure by design architectural level (DNS) Q4 review of the ICT Combined Assurance Review completed February 2024.		

		Certified Cloud Security Professional (CCSP) Certified Information Security Manager (CISM) Cisco Certified Network Engineer (CCNE) Certified Ethical Hacker (CEH) Microsoft Cloud Security 14. Weekly staff message and monthly member message - provides cyber updates, advice and alerts. 15. Fast time communication is used to mitigate threats. 16. ICT Assurance Map review completed for 2024. 17. PSN compliance.	
Actions for Improvement			**Completion Date:**	**Officer:**
No actions				

Risk Ref: Overarching	Risk Owner: Nova Roberts		Date Reviewed: 10 June 2024		
Description of Strategic Risk: ICT Security and Information Governance arrangements are ineffective – Part C: Targeted malicious attack to gain access to devices and data					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1. Successful ransomware attack 2. Successful data extortion attack	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. PCI-DSS 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. Next Cyber Security Audit in 23/24. 11. Ensuring standard contractual clauses are in place with data processors/controllers who hold data outside of UK. 12. Insurance in place to cover costs of recovery from ICT failure/cyber attack. 13. The ICT Team have the capability and certification to undertake organisational cyber assessments (Cyber Essentials +) and hold the following cyber accreditation's:	2	4	Current Score: 8
					Target Score: 8
			Next Risk Review Meeting: 8 July 2024		
			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 Assistant Director People and Democratic Services 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. Cyber Security Incident Management Audit returned a Substantial outcome in February 2024. Cyber Security messaging and advice is provided weekly for officers and monthly for Members. Active Cyber defence: Protected Domain Mail Check Mail Scanning Website checks Takedown criminal websites Suspicious email reporting service		

		Certified Information Systems Security Professional (CISSP) Certified Cloud Security Professional (CCSP) Certified Information Security Manager (CISM) Cisco Certified Network Engineer (CCNE) Certified Ethical Hacker (CEH) Microsoft Cloud Security 14. Weekly staff message and monthly member message - provides cyber updates, advice and alerts. 15. Fast time communication is used to mitigate threats. 16. ICT Assurance Map review completed for 2023. 17. PSN compliance.	Early warning system Q4 review of the ICT Combined Assurance Review completed February 2024.	
Actions for Improvement			**Completion Date:**	**Officer:**
No actions				

Risk Ref: Overarching	Risk Owner: Nova Roberts		Date Reviewed: 10 June 2024		
Description of Strategic Risk: ICT Security and Information Governance arrangements are ineffective – Part D: Cyber enabled fraud					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
Includes Narrow Artificial Intelligence (AI) & large language models enabled cyber fraud	1. Significant adverse impact on service delivery. 2. Financial loss/fines imposed by ICO. 3.Speed of attack, significantly increased. 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. Next Cyber Security Audit in 23/24. 11. Ensuring standard contractual clauses are in place with data processors/controllers who hold data outside of UK. 12. Insurance in place to cover costs of recovery from ICT failure/cyber attack. 13. The ICT Team have the capability and certification to undertake organisational cyber assessments (Cyber Essentials +) and hold the following cyber accreditation's: Certified Information Systems Security Professional (CISSP)	2	4	Current Score: 8
					Target Score: 8
			Next Risk Review Meeting: 8 July 2024		
			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 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. Cyber Security Incident Management Audit returned a Substantial outcome in February 2024. Cyber Security messaging and advice is provided weekly for officers and monthly for Members. Active Cyber defence: Protected Domain Mail Check Mail Scanning Website checks Takedown criminal websites Suspicious email reporting service Early warning systems deployed Q4 review of the ICT Combined Assurance Review completed February 2024.		

		Certified Cloud Security Professional (CCSP) Certified Information Security Manager (CISM) 14. PSN compliance.	
Actions for Improvement			Completion Date:	Officer:
No actions				

Risk Ref: Overarching	Risk Owner: Nova Roberts		Date Reviewed: 10 June 2024		
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 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. 5. P3M3 Maturity Model utilised to review processes and engage stakeholders on how change is delivered. 6. Performance and Delivery quarterly reports to track any negative service impact and performance improvement plans in place with full measure set review completed with members in Autumn 23/24. 7. Full review of T24 priority work plan in April 2024. 8. Full review and refresh of the Project Management documentation including; - Project management Framework - Risks and Issues Management - Stakeholder Management - Benefits Management - Quality Assurance	2	4	Current Score:8
					Target Score:6
			Next Risk Review Meeting: 8 July 2024		
			Commentary: Successful recruitment in 2023/24 appointed 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. Full engagement with the council's Business Planning process 2023/24 and planned for 2024/25 to assess requested projects to establish those that can be approved to be built into the pipeline of projects to be identified to ensure that future initiatives are adequately resourced and with approved budget. PMO software options being considered to the council's CRM or ERP allowing for greater visibility on project progress and required resources by June 24. The PMO continues to be embed within the authority with the CRM supporting internal processes. Linkages are being made with Business Planning, Digital ICT Vision ICT Programme roadmap to ensure that change is planned and delivered in a structured way. Services heat maps have been produced to inform of service hot spots and this will be used to inform project planning.		

Actions for Improvement	Completion Date:	Officer:
Embedding of Project Management Office through internal communication plan, training material and change management support to roll out the updated Project Management documentation	30/09/2024	Darren Mellors

Risk Ref: Overarching	Risk Owner: Lisa Langdon			Date Reviewed: 10 June 2024		
Description of Strategic Risk: Failure to comply with legislation						
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. Increase in H&S breaches.	1. Reputational damage. 2. Financial loss. 3. Increase in Legal challenges. 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. 12. Legislative implications included on all reports. 13. Membership and use of Legal Services Lincolnshire. 14. Subscription to Lawyers in Local Government Resource 15. Full implementation of responsible managers and persons across the estate in place.		2	4	Current Score: 8
						Target Score: 8
				Next Risk Review Meeting: 8 July 2024		
				Commentary: New ways of working has been adopted by staff with DSE assessments in place. Annual staff survey work to continue. Work completed to ensure a full implementation of responsible managers and persons are in place across the estate. Any major changes in legislation reported through WMT and/or Corporate Update and/or Weekly staff message.		
Actions for Improvement					Completion Date:	Officer:
Review of constitution to ensure fit for purpose and up to date with legislative provisions.					31/12/2024	Lisa Langdon

Risk Ref: Overarching	Risk Owner: Rachael Hughes			Date Reviewed: 10 June 2024		
Description of Strategic Risk: Central Lincolnshire Local Plan does not deliver land required for sustainable development to meet the needs of residents, businesses and communities						
Trigger	Impact	Current Controls		Likelihood	Impact	Risk Score
Lack of suitable development land Economic output & GDV substantially drops Land supply drops below 5yrs	Reduction in inward investment Reduction in suitable housing supply Impact on businesses, economic output & employment	Joint CLLP Team Good Governance & positive partnership working (CLSG/HoPs) CLLP vision and objectives reflect the Corporate Plan, Objectives and Vision. Corporate Policy & Strategy Team ensure corporate priorities are reflected in service policy & strategy Five Year Land Supply report published Oct 23 - shows 7.9yr supply		2	3	Current Score: 6
						Target Score: 6
				Next Risk Review Meeting: 8 July 2024		
				Commentary: CLLP adopted in April 2023. Impacts of new policy unknown due to time lag and cyclical nature of planning permissions and development.		
Actions for Improvement					Completion Date:	Officer:
Rolling review of CLLP evidence base following adoptions of CLLP April 2023					Ongoing review	Rachael Hughes
Implementation of monitoring framework to ensure effectiveness of policy					30/06/2024	Rachael Hughes

Risk Ref: Overarching	Risk Owner: Nova Roberts		Date Reviewed: 10 June 2024		
Description of Strategic Risk: Increased Cyber threat to the General Election' and 'threat to the UK democratic organisations and processes'.					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1. Spear-phishing, targeted cyber-attack activity against election officials and Members to gain confidential information. 2. Successful ransomware attack compromises election data. 3. Successful social media cyber campaign compromises election officers with significant control. 4. Successful Distributed Denial of Service (DDoS) attacks, timed to coincide with key points in the election. 5. Indicators of compromise relating to individual Electoral Registration Digital Services (IER DS) or the ERO Portal.	Significant adverse impact on the General Election and the council's democratic processes. Financial loss/fines imposed by ICO. Potential ransom demands for release of data. Reputational damage. Loss of personal and business- related data. Failure to maintain our legal compliance with the National Cyber Strategy requirement to mitigate known vulnerabilities. Disrupt the electoral process for the council. Malicious cyber campaigns targeting the high-profile election individuals and including personal accounts to gather and steal emails and Electoral data. Security incidents or concerns relating to Individual Electoral Registration Digital Services (IER DS) or the ERO Portal.	1. Reviewed and checked required application of the NCSC recommendations in the Active Cyber Defence (ACD) programme in summary: (see provider table below)	2	4	Current Score: 8 Target Score: 8

Current Controls table:

Provider	Description	Frequency
Web check	A service that helps us scan our websites to find and fix common vulnerabilities.	Daily
Zed Scan	Updates on security for email addresses.	Weekly
Knapweed scan	Provides fast time communication for Cyber incidents.	Daily
Mail check	A service that helps us improve the security of email domains.	Daily
Network Abuse Events	This provides early indicators if assets have been associated with malicious or undesirable activity.	Daily
Early Warning	Incident Notifications activity that suggests an active compromise of our system.	Daily
Vulnerability and Open Port Alerts	Provides indications of vulnerable services running on our network, or potentially undesired applications are	Monthly

Next Risk Review Meeting: 8 July 2024

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 Assistant Director People and Democratic Services 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.
Cyber Security Incident Management Audit returned a Substantial outcome in February 2024.
Cyber Security messaging and advice is provided weekly for officers and monthly for Members.
Active Cyber Defence (ACD):
- Protected Domain
- Mail Check
- Mail Scanning
- Website checks
- Takedown criminal websites
- Suspicious email reporting service
- Early warning system

				Q4 review of the ICT Combined Assurance Review completed February 2024.
Including suspicious communications, phishing attempts, credential loss or leak, data leaks and security warnings displayed when connecting to the IER DS Application Programming Interfaces or the ERO Portal.			exposed to the internet.		
		Mail Transfer Agent Strict Transport Security (MTASTS)	We implemented MTASTS to increase our email security hygiene.	Daily	
		TALOS SCAN	Threat protection Advanced Malware Protection (AMP) Intrusion detection and prevention.	Continuous	
		Thousand Eyes	Network and cloud environment monitoring	Continuous	
		iESE	LGA Cyber Report of Excellence	Annual	

2. Cyber Assessment Framework readiness assessment.
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 and election planning teams
8. Process in place for the reporting and investigation of data breaches and learning loop applied.

		9. Active Cyber Defense (ACD) web check a daily service that helps us scan our websites to find and fix common vulnerabilities. 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 processors/controllers who hold data outside of UK. 12. ACD Zed Scan's a weekly update on security for email addresses. 13. The ICT Team have the capability and certification to undertake organisational cyber assessments (Cyber Essentials +) and hold the following cyber accreditation's: Certified Information Systems Security Professional (CISSP) Certified Cloud Security Professional (CCSP) Certified Information Security Manager (CISM) Cisco Certified Network Engineer (CCNE) Certified Ethical Hacker (CEH) Microsoft Cloud Security 14. Weekly staff message and monthly member message - provides cyber updates, advice and alerts. 15. Fast time communication is used to mitigate threats. 16. ICT Assurance Map review completed for 2024. 17. ACD mail check, daily scan that helps us improve the security of their email domains. 18. ACD Network abuse events, daily indicators that our assets have been associated with malicious or undesirable activity. 19. ACD early warning, daily incident notifications that suggests an active compromise of our system. 20. ACD vulnerability and open port alerts, monthly indications of vulnerable services running on our network, or potentially undesired applications are	

		exposed to the internet. 21. ACD mail transfer agent strict transport Security (MTASTS), daily increase on security to increase our email security hygiene. 22. ACD Talos scan, continuous threat protection advanced malware protection (AMP) intrusion detection and prevention. 23. ACD Thousand eyes, continuous network and environment monitoring. 24. ACD NCSC individual cyber defense services for high risk colleagues.	
Actions for Improvement			**Completion Date:**	**Officer:**
Assurance update to the Chief Executive, Director Change Management, ICT & Regulatory Services and Elections team on the mitigations in place a part of the NCSC recommendations in the Active Cyber Defence (ACD) programme.			30/06/2024	Cliff Dean