

Risk Ref: CO1	Risk Owner: Peter Davy – Director of Finance and Assets		Date Reviewed: 23 June 2025					
Description of Strategic Risk: Inability to set a sustainable balanced budget for 2026/27				Direction of Travel =				
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. 16. Adopted Local Plan	2	4	Inherent Score: 8			
					Residual Score: 8			
					Target Score: 4			
			Next Risk Review Meeting: 8 September 2025					
			Risk Response Action: Treat					
Commentary: The draft financial settlement for 2026/27 is due to be received in December 2025. Prior to this there is a spending review and business rates reset which will affect the Council's funding but at this point it is difficult to know what this impact may be. Officers are now starting to draft service budgets for 2026/27 and will do so throughout the summer and autumn and look at potential budget pressures and savings.								

12. General Election and New Government provides further cuts in funding.					
Actions for Improvement			Completion Date:	Officer:	% completed

Risk Ref: CO3	Risk Owner: Nova Roberts – Director of Change Management, ICT & Regulatory Services		Date Reviewed: 23 June 2025		
Description of Strategic Risk:		The quality of services do not meet realistic customer expectations		Direction of Travel =	
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 in post. 3. Training and development plans for officers. 4. Performance measures in place/monitored and reported. 5. T24 service reviews underway and continuous improvement identified 6. Continual development of Customer Relationship Management (CRM) technology. 7. Robust performance management and performance improvement plans in place. 8. Benchmarking processes in place. 9. Dedicated corporate training budget. 10. Customer Experience Strategy adopted and 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 went live November 2024. 14. Compliance with new national complaints handling guidance and monitoring by government to start in 2026.	2	3	Inherent Score: 6
					Residual Score: 6
					Target Score: 4
			Next Risk Review Meeting: 8 September 2025		
			Risk Response Action: Treat		
			Commentary: The T24 programme is coming to an end, and scoping work is underway to identify the next iteration of transformation work with a focus on continuous improvement. This is being developed in accordance with feedback from the Corporate Peer Challenge. The Customer Experience Strategy has been agreed, is currently being implemented and received substantial assurance during a recent audit; the focus is still on internal work with external work commencing in 2026/7 financial year. The Customer Experience Manager has and continues to attend Services, team meeting to explain the Customer Experience Strategy and how we see it dovetailing with the work each team undertakes on a day-to-day basis. Regular news articles appear on Minerva linked to the delivery of the Customer Experience Strategy. Customer Services Officers are to join the Environmental protection team at Coffee Mornings around the district as part of increase direct engagement with customers.		

			<p>Monthly satisfaction surveys are conducted with customers who have received a front-line services from the council., and satisfaction is reported back in the quarterly Voice of the Customer reports.</p> <p>The CRM and other procured software will strengthen the quality of retained information – CRM and ERP development continues and new processes proving beneficial to customers. Monthly updates will be provided to the ICT Programme Board to ensure development aligns with deadlines. Visibility also shared with Portfolio Board.</p> <p>New Contact Centre went live in November 2024 and Phase 2a goes live July 25 with further improvements on offer to our customers in the form of a chat bot</p> <p>.</p> <p>The new contact centre also provides quality data around the type of demands we receive which enables us to analyse that demand and either change how we are working to cope with the demand or use AI to deal with the demand. The introduction of a Lindsey the chat bot will enable Customer Services Officers to have multiple chats in action at any one time.</p> <p>The new contact centre enables us to capture customer satisfaction at the end of each call with 2 short questions, satisfaction levels are high, and these figures are reported in the quarterly Voice of the Customer Report.</p> <p>Regular articles appear on Minerva in relation to the contact centre work along with daily and monthly monitoring of answer rates, demand and impacts feeding into P & D reporting.</p>
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Actions for Improvement	Completion Date:	Officer:	% completed
Continual development of CRM and ERP systems	31/03/2025	Darren Mellors	30%
Strengthen ties between Customer Experience Strategy and Services	31/01/2026	Lyn Marlow	80%

Risk Ref: CO4	Risk Owner: Sally Grindrod-Smith – Director of Planning, Regeneration & Communities		Date Reviewed: 23 June 2025					
Description of Strategic Risk: The Council is underprepared for the impact of extreme weather due to the change in environmental conditions			Direction of Travel =					
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 13. Relationship building and engagement with partners such as IDB / EA to problem solve, understand issues and support communications in times of need 14. Team of experienced officers and systems in place (process/comms etc.) to deliver government support grants. 15. Work to further clarify roles and responsibilities underway	2	3	Inherent Score: 12			
					Residual Score: 6			
					Target Score: 4			
						Next Risk Review Meeting: 8 September 2025		
						Risk Response Action: Tolerate		
			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 (Apr 25) Council resolved to write to LCC confirming support of further water management working group (March 24 to dispatch) All service areas have revised business continuity plans in place (Mar 25) Emergency Plan reviewed (Dec 24) Interim arrangements in place to cover Emergency Planning and BCP functions (Jan 25) Member Emergency Planning training completed (May 24) Updated Temporary Accommodation policy approved by committee July 2024 Additional out of hours training delivered (Dec 24). Additional TCG reps trained (Jan 25)					

			Support grant delivery processes confirmed as fully compliant by Government following delivery of Babet and Henk support grant programme to impacted residents and businesses.		
Actions for Improvement			Completion Date:	Officer:	% completed
Review Emergency Plan and business continuity arrangements			31/03/2025	Grant White	Underway- Internal Emergency Planning and Business Continuity Steering Group reviewing the arrangements given senior leadership changes. Interim arrangements in place (Jan 25). No permanent solution agreed. Interim arrangements only covering day to day business, not the strategic aspect.

Risk Ref: CO5	Risk Owner: Lisa Langdon – Assistant Director of People & Democratic Services		Date Reviewed: 23 June 2025					
Description of Strategic Risk: Inability for the Council's governance to support quality decision making			Direction of Travel =					
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	Inherent Score: 6			
					Residual Score: 6			
					Target Score: 3			
						Next Risk Review Meeting: 8 September 2025		
						Risk Response Action: Treat		
			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 subject to an ongoing review and a report has recently progressed through Governance and Audit Committee, and full Council regarding legislative amendments that are required					
Actions for Improvement			Completion Date:	Officer:	% completed			
To continue with annual Member training in accordance with the annual training plan.			30/04/2026	Lisa Langdon				
Quarterly review of Strategic Risks- Quarter One			29/07/2025	Katy Allen	0%			

Risk Ref: PE1	Risk Owner: Sally Grindrod-Smith – Director of Planning, Regeneration & Communities		Date Reviewed: 23 June 2025		
Description of Strategic Risk:		Inability to raise local educational attainment and skills levels		Direction of Travel =	
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	Inherent Score: 9
					Residual Score: 9
					Target Score: 9
			Next Risk Review Meeting: 8 September 2025		
			Risk Response Action: Treat		
			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:	% completed
Refresh the Employment and Skills partnership action plan	31/03/2025	Amanda Bouttell	60% E+S partnership working group of partners in detail on this work at present
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	01/12/2024	Sally Grindrod-Smith	75% - fully engaged in process and awaiting announcement on outcome

Risk Ref: PE2	Risk Owner: Sally Grindrod-Smith – Director of Planning, Regeneration & Communities		Date Reviewed: 23 June 2025					
Description of Strategic Risk: Inadequate support is provided for vulnerable groups and communities			Direction of Travel =					
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	Inherent Score: 9			
					Residual Score: 9			
					Target Score: 6			
						Next Risk Review Meeting: 8 September 2025		
						Risk Response Action: Treat		
						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:	% completed
Development of options for the future of the P3 Viable Housing Solutions Project	01/04/2025	Sarah Elvin	Further engagement re priorities through business planning required
SWW informal Partnership (Together) further developed, governance structure and future action plan in place	01/09/2024	Grant White	Action Plan in place – further engagement requested by members prior to full implementation
Continue to work with public sector colleagues to secure sustainable future for RAF Scampton	31/03/2025	Sally Grindrod-Smith	Ongoing
Develop post UKSPF plan for interventions that continue support for vulnerable communities	01/02/2025	Sally Grindrod-Smith	Ongoing and will be subject to committee decision

Risk Ref: PE3	Risk Owner: Sally Grindrod-Smith – Director of Planning, Regeneration & Communities		Date Reviewed: 23 June 2025				
Description of Strategic Risk: Health and wellbeing of the District's residents does not improve					Direction of Travel =		
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 inequalities.	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	Inherent Score: 9		
					Residual Score: 9		
						Target Score: 6	
						Next Risk Review Meeting: 8 September 2025	
						Risk Response Action: Treat	
			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. Well-being Lincs Service now into delivery. Work underway with NHS to support GP facilities in Gainsborough and Caistor.				
Actions for Improvement			Completion Date:	Officer:	% completed		
Continue engagement with Primary Care Networks through Lincolnshire ICB structure			31/03/2025	Sarah Elvin	Ongoing – work on S106 and review of		

			contributions requirements underway
Continue strategic and political engagement with partners to secure review of funding mechanism for DFGs	28/02/2025	Sally Grindrod-Smith	Ongoing

Risk Ref: PL1	Risk Owner: Sally Grindrod-Smith – Director of Planning, Regeneration & Communities		Date Reviewed: 23 June 2025			
Description of Strategic Risk: The local housing market and the Council's housing related services do not meet demand						
Direction of Travel =						
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	Inherent Score: 9	
					Residual Score: 9	
			Target Score: 6		Next Risk Review Meeting: 8 September 2025	
			Risk Response Action: Treat		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 project underway.	
Actions for Improvement			Completion Date:	Officer:	% completed	
Development of Supplementary Planning document to support investment in affordable housing through the planning system.			31/03/2025	Rachael Hughes	100%	

			Developer contribution SPD adopted Oct 2023
Conduct an evaluation exercise on the current Housing Strategy to understand benefits realisation, outcomes, and lessons learned	31/03/2025	Sarah Elvin	Action updated in line with Business Plan
Completion of Housing Stock Condition Survey to inform approach to Private Sector Housing action	01/09/2025	Andy Gray/Sarah Elvin	Underway – Being completed by external partners.
Delivery of additional temporary accommodation across the district to meet growing demands	01/09/2025	Sarah Elvin	First phase of property acquisitions underway

Risk Ref: PL2	Risk Owner: Sally Grindrod-Smith – Director of Planning, Regeneration & Communities		Date Reviewed: 23 June 2025		
Description of Strategic Risk: The local economy does not grow sufficiently			Direction of Travel =		
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. 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	Inherent Score: 9
					Residual Score: 9
					Target Score: 6
			Next Risk Review Meeting: 8 September 2025		
			Risk Response Action: Treat		
Commentary: Development of new Economic Growth Strategy now commenced. On the forward plan for July 2025 UKSPF interventions to support growth have exceed forecast outputs. Consultancy to support evolution of the Agri Tech sector through Agricultural Growth Zone underway. Collaborative work to maximise the economic impact of the STEP programme 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). Development of Investment website underway (delivery 06/25). 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.					

			<p>Work commenced to ensure strategic congruence with emerging Industrial Strategy and Devolution.</p> <p>Approach to Place Leadership being embedded into emerging growth strategy.</p> <p>Paper to Prosperous Communities Committee outlined progress with STEP and next steps.</p>		
Actions for Improvement			Completion Date:	Officer:	% completed
Development of new Economic Growth Strategy for West Lindsey			01/07/2025	James Makinson-Sanders	Member engagement through task and finish group
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	Ongoing as part of strategy development
Revisit economic evidence base in support of next phase of Local Plan review aligned with development of economic growth / development strategy			30/09/2025	Sally Grindrod-Smith	Longer term action, timeframe updated to reflect this.
Ongoing work to deliver the development agreement for the investment and regeneration of Scampton			01/12/2024	Sally Grindrod-Smith	Ongoing

Risk Ref: PL3	Risk Owner: Nova Roberts – Director of Change Management, ICT & Regulatory Services		Date Reviewed: 23 June 2025					
Description of Strategic Risk: Insufficient action taken to create a cleaner and safer district			Direction of Travel =					
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	Inherent Score: 8			
					Residual Score: 8			
					Target Score: 4			
						Next Risk Review Meeting: 8 September 2025		
						Risk Response Action: Treat		
			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 3 consecutive years (2022, 2023 and 2024). 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 and Envirocrime policies completed and approved in March 2023. Review and approval of the PRS Strategic policy in 2024 alongside the progression of the Renters Rights Bill through Parliament (expected approval in 2026). 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 reported to O&S in March 2024.					
Actions for Improvement			Completion Date:	Officer:	% completed			
Recruit and onboard the 2 FTC additional Enforcement resources (original two officers left for permanent roles)			30/04/2025	Andy Gray	100%			

Risk Ref: PL4	Risk Owner: Rachael Hughes – Head of Policy and Strategy			Date Reviewed: 23 June 2025	
Description of Strategic Risk: Inability to deliver our Climate Change ambitions and not deliver net zero carbon emissions by 2050				Direction of Travel =	
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	Inherent Score: 4
					Residual Score: 4
					Target Score: 4
			Next Risk Review Meeting: 8 September 2025		
			Risk Response Action: Treat		
			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:	% completed
Review of the Climate Change Strategy			31/07/2024	Rachael Hughes	100% adopted July 2024

Risk Ref: OV1	Risk Owner: Bill Cullen – Interim Head of Paid Service			Date Reviewed: 23 June 2025			
Description of Strategic Risk: Inability to maintain critical services and deal with emergency events			Direction of Travel =				
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 Caenby Corner depot. 13. Scheduled audits of emergency planning take place. 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	Inherent Score: 8		
					Residual Score: 6		
					Target Score: 6		
			Next Risk Review Meeting: 8 September 2025				
			Risk Response Action: Treat				
						Commentary: Effective business continuity and emergency planning responses are in place. Frequent testing is a key priority. All service area BCP's reviewed and updated. All available on shared drive for access. Emergency plan updated November 2024 to reflect current staffing structure. Plan reviewed regularly by officers and LCC EP Officer. Improved flood arrangements are in place, including Member and Officer Flood Working Groups. Flood and Drainage Working Groups continue to operate effectively MT putting interim arrangements in place for Emergency Planning and Business Continuity to ensure business as usual continues. Additional officer training delivered in December 2024. Additional TCG reps trained in January 2025. Permanent structure and arrangements need to be agreed by MT for long term management and development of Emergency Planning and Business Continuity.	

Actions for Improvement	Completion Date:	Officer:	% completed
MT to agree permanent structure and arrangements for long term management of Emergency Planning and Business Continuity	30/06/2025	MT	0%
Ensure adequate training arrangements in place for Emergency Planning and Business Continuity	31/12/2025	MT	70%

Risk Ref: OV2a	Risk Owner: Nova Roberts – Director of Change Management, ICT & Regulatory Services		Date Reviewed: 23 June 2025					
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)			Direction of Travel =					
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 24/25 High Assurance rating for ICT Patch Management, Substantial Assurance for Cloud Hosted Services, ICT Helpdesk, ICT Disaster Recovery, Adequate Assurance for Cyber Security Audit and Substantial Assurance for Antivirus and controls. 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:	1	4	Inherent Score: 12			
					Residual Score: 4			
					Target Score: 4			
						Next Risk Review Meeting: 8 September 2025		
						Risk Response Action: Treat		
			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, ICT Disaster Recovery and Antivirus and controls. 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					

		<ul style="list-style-type: none"> - Certified Information Systems Security Professional (CISSP) - Certified Cloud Security Professional (CCSP) - Certified Information Security Manager (CISM) - Cisco Certified Network Engineer (CCNE) - Microsoft Certified: Azure AI Fundamentals - Certified Ethical Hacker (CEH) - Microsoft Cloud Security <p>14. Weekly staff message and monthly member message - provides cyber updates, actions, advice and alerts.</p> <p>15. Fast time communication is used to mitigate threats.</p> <p>16. Annual ICT Combined Assurance Map review completion.</p> <p>17. PSN compliance.</p> <p>18. Get Cyber Assessment Framework Ready completed.</p> <p>19. Security Operations Centre working 24/7/365.</p>	<ul style="list-style-type: none"> -Mail Scanning -Website checks -Takedown criminal websites -Suspicious email reporting service <p>Q4 review of the ICT Combined Assurance Review completed February 2025.</p> <p>Get Cyber Assessment Framework Ready completed.</p> <p>Security Operations Centre working 24/7/365.</p>		
Actions for Improvement			Completion Date:	Officer:	% completed

Risk Ref: OV2b	Risk Owner: Nova Roberts – Director of Change Management, ICT & Regulatory Services		Date Reviewed: 23 June 2025		
Description of Strategic Risk: ICT Security and Information Governance arrangements are ineffective – Part B: Significant data breach or cyber loss of data			Direction of Travel =		
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 24/25 High Assurance rating for ICT Patch Management, Substantial Assurance for Cloud Hosted Services, ICT Helpdesk, ICT Disaster Recovery, Adequate Assurance for Cyber Security Audit and Substantial Assurance for Antivirus and controls. 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	2	4	Inherent Score: 12
			Residual Score: 8		
			Target Score: 8		
			Next Risk Review Meeting: 8 September 2025		
			Risk Response Action: Treat		
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)					

		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 Certified: Azure AI Fundamentals 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. 18. Get Cyber Assessment Framework Ready completed. 19. Security Operations Centre working 24/7/365.	Q4 review of the ICT Combined Assurance Review completed February 2025. Get Cyber Assessment Framework Ready completed. Security Operations Centre working 24/7/365.		
Actions for Improvement			Completion Date:	Officer:	% completed

Risk Ref: OV2c	Risk Owner: Nova Roberts – Director of Change Management, ICT & Regulatory Services		Date Reviewed: 23 June 2025					
Description of Strategic Risk: ICT Security and Information Governance arrangements are ineffective – Part C: Targeted malicious attack to gain access to devices and data			Direction of Travel =					
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 24/25 High Assurance rating for ICT Patch Management, Substantial Assurance for Cloud Hosted Services, ICT Helpdesk, ICT Disaster Recovery, Adequate Assurance for Cyber Security Audit and Substantial Assurance for Antivirus and controls. 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	2	4	Inherent Score: 12			
					Residual Score: 8			
								Target Score: 8
						Next Risk Review Meeting: 8 September 2025		
			Risk Response Action: Treat					
			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					

		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 Microsoft Certified: Azure AI Fundamentals 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. 18. Get Cyber Assessment Framework Ready completed. 19. Security Operations Centre working 24/7/365.	Mail Scanning Website checks Takedown criminal websites Suspicious email reporting service Early warning system Q4 review of the ICT Combined Assurance Review completed February 2025. Get Cyber Assessment Framework Ready completed. Security Operations Centre working 24/7/365.		
Actions for Improvement			Completion Date:	Officer:	% completed

Risk Ref: OV2d	Risk Owner: Nova Roberts – Director of Change Management, ICT & Regulatory Services		Date Reviewed: 23 June 2025		
Description of Strategic Risk: ICT Security and Information Governance arrangements are ineffective – Part D: Cyber enabled fraud			Direction of Travel =		
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 24/25 High Assurance rating for ICT Patch Management, Substantial Assurance for Cloud Hosted Services, ICT Helpdesk, ICT Disaster Recovery, Adequate Assurance for Cyber Security Audit and Substantial Assurance for Antivirus and controls. 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	2	4	Inherent Score: 12
					Residual Score: 8
			Target Score: 8		
			Next Risk Review Meeting: 8 September 2025		
			Risk Response Action: Treat		
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					

		following cyber accreditation's: Certified Information Systems Security Professional (CISSP) Certified Cloud Security Professional (CCSP) Certified Information Security Manager (CISM) Microsoft Certified: Azure AI Fundamentals 14. PSN compliance. 15. Get Cyber Assessment Framework Ready completed. 16. Security Operations Centre working 24/7/365.	Takedown criminal websites Suspicious email reporting service Early warning systems deployed Q4 review of the ICT Combined Assurance Review completed February 2025. Get Cyber Assessment Framework Ready completed. Security Operations Centre working 24/7/365.		
Actions for Improvement			Completion Date:	Officer:	% completed

Risk Ref: OV3	Risk Owner: Nova Roberts – Director of Change Management, ICT & Regulatory Services		Date Reviewed: 23 June 2025		
Description of Strategic Risk:		Inability to maintain service delivery with the amount of change initiatives		Direction of Travel =	
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. 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 2024. 6. Full annual review and refresh of the Project Management documentation including; - Project management Framework - Risks and Issues Management - Stakeholder Management - Benefits Management - Quality Assurance	2	4	Inherent Score: 8
					Residual Score: 8
					Target Score: 6
			Next Risk Review Meeting: 8 September 2025		
			Risk Response Action: Treat		
Commentary: A temporary structure solution for change management was approved at Management Team in December 2024 which will run until June 2025. Work is underway to formalise the structure of the team to ensure relevant capacity and capability is available to support change initiatives. The scope of the ICT Programme Board is also under review. This review is aligning the programme tranche plan to approved Business Plans and expired projects. The aim of which is to ensure change is delivered in a manageable way and is successful. The PMO has also produced a Business Case to procure a project management software solution. This paper is due to be presented at the Portfolio Board in March 2025. A main driver of the project is to identify and manage associated resources (both PMO and Systems Development officers) and ensure that business as usual service delivery can be maintained whilst delivering change and the services supporting projects too.					
Actions for Improvement			Completion Date:	Officer:	% completed
Review of structure to ensure appropriate project and change management capacity and capability			30/05/2025	Darren Mellors	25%

Risk Ref: OV4	Risk Owner: Lisa Langdon – Assistant Director of People & Democratic Services		Date Reviewed: 23 June 2025					
Description of Strategic Risk: Failure to comply with legislation					Direction of Travel =			
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	Inherent Score: 8			
					Residual Score: 8			
					Target Score: 8			
						Next Risk Review Meeting: 8 September 2025		
						Risk Response Action: Treat		
			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:	% completed			
Review of constitution to ensure fit for purpose and up to date with legislative provisions.			30/04/2025	Lisa Langdon	50%			
Implementation of the Procurement Act			24/02/2025	Peter Davy and Anna Grieve	100% Training has been completed, new templates in place and Procontract			

			updated with new processes.
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Risk Ref: OV5	Risk Owner: Rachael Hughes – Head of Policy and Strategy		Date Reviewed: 23 June 2025		
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			Direction of Travel =		
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	Inherent Score: 6
					Residual Score: 6
			Next Risk Review Meeting: 8 September 2025		
			Risk Response Action: Tolerate		
			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:	% completed
Rolling review of CLLP evidence base following adoptions of CLLP April 2023			Ongoing review	Rachael Hughes	On going Formal review will take place in connection with the published Local Development Scheme, which currently states mid-2026, but subject to change due to reform of planning by Gov.
Implementation of monitoring framework to ensure effectiveness of policy			30/06/2024	Rachael Hughes	100% monitoring framework agreed and collation of data started.

			Analysis etc. to follow in due course.
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Risk Ref: OV6	Risk Owner: Bill Cullen – Interim Head of Paid Service		Date Reviewed: 23 June 2025		
Description of Strategic Risk:		Inability to deliver the Council’s strategic priorities (the Corporate Plan)		Direction of Travel =	
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1. The Council does not have an approved delivery programme (the Executive Business Plan) with clearly defined priorities that are aligned to the Corporate Plan. 2. There is insufficient capacity and / or resource in the senior structure (Management Team and Wider Management Team) to deliver the Council's priorities. 3. Local Government Reorganisation restricts the Council’s ability / capacity to deliver priorities	1. Potential need to revise the 2025/26 MTFP	1. Corporate Plan adopted	4	3	Inherent Score: 12
	2. Inability to deliver existing programmes and projects	2. Annual approval of a strategic delivery programme (the Executive Business Plan) in place			Residual Score: 12
	3. Inability to implement and deliver existing strategies	3. MTFP in place			Target Score: 6
	4. Lack of capacity / resource to introduce new workstreams or deliver emerging priorities	4. Established and embedded annual business planning framework in place			Next Risk Review Meeting: 8 September 2025
	5. Adverse impact on staff health / wellbeing where resources are overstretched	5. Regular officer / member review points in place			Risk Response Action: Treat
		6. Collaboration across key corporate services (e.g. Policy & Strategy, Finance, Procurement, Projects & Programmes, People Services) to ensure strategic alignment of key workstreams with the Council's priorities	Commentary: In January 2025, the Council underwent a Corporate Peer Challenge which recommended a review of our strategic planning to ensure all of the Administration’s priorities were reflected in the Corporate Plan and the Executive Business Plan, which is the Council’s annual strategic delivery programme. Subsequently, the Administration put forward the MTFP 2025/26 without the corresponding Executive Business Plan, with the direction that this is to be reshaped in line with the Administration’s new priorities, also taking into account Local Government Reorganisation. Officers will work with the Leader and Deputy Leader to review existing priorities, understand the new priorities, and to shape these into a new Executive Business Plan to be presented to Council during 2025/26. While not all of the priorities will have a direct financial implication, there may be a need to present a revised budget to Council mid-year during 2025/26. It should be noted that the Council does not currently have an approved strategic delivery programme for 2025/26 and that any new strategies, projects or workstreams will need to be presented to the appropriate committee for approval to proceed on a case-by-		

			case basis. Day to day service delivery and business as usual activity is unaffected.		
Actions for Improvement			Completion Date:	Officer:	% completed
1. Work with the Leader and Deputy Leader to review existing priorities and understand new priorities so that these can be shaped into a new delivery programme (Executive Business Plan). This work will be led by the Policy & Strategy, and Finance teams.			30/09/2025	S151 / Policy & Strategy	
2. Officers will carry out the appropriate financial, strategic and policy analysis through the budgets setting and business planning framework in the usual way to ensure that the new Executive Business Plan delivers a balanced budget.			30/09/2025	S151 / Policy & Strategy	
3. Officers will work with Management Team and Wider Management Team to understand any operational implications in respect of ensuring appropriate capacity and resources are in place to deliver the new Executive Business Plan.			30/09/2025	S151 / Policy & Strategy	
4. A new senior structure is being developed in response to recent departures at Management Team and in response to the findings of the Peer Challenge. This is being actioned as a high priority to ensure appropriate capacity is in place at the senior level to drive forward the new Executive Business Plan aligned to delivery of the Corporate Plan and in parallel with LGR.			30/09/2025	S151 / Policy & Strategy	
5. The Strategic Risk Register will be reviewed to ensure it reflects the new strategic priorities of the Council.			30/09/2025	S151 / Policy & Strategy	