

Risk Ref: Our Council	Risk Owner: Emma Foy	Date Reviewed: 11 December 2023					
Description of Strategic Risk: Inability to set a sustainable balanced budget for 2024/25							
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score		
<p>1.Commercial ventures do not realise expected financial gains.</p> <p>2.Government funding arrangements do not match estimates used in financial modelling.</p> <p>3.Outcomes of: Business Rates Review; Fairer Funding Review; Comprehensive Spending Review; expected savings, efficiency or income initiatives do not deliver expected benefits.</p> <p>4.Cessation of grant/match-funding streams.</p> <p>5.Growth forecasts for District are not realised.</p> <p>6.Unanticipated rise in demand for services.</p> <p>7.Invest Gainsborough does not deliver.</p> <p>8.Schemes for other market towns do not materialise.</p> <p>9.Business planning is not robust.</p> <p>10. Ongoing financial impacts of Covid-19, cost of living issues and Ukraine developments.</p> <p>11. Income Generating services do not achieve business plan expectation</p>	<p>1. Cuts or reductions in services.</p> <p>2. Staff redundancies.</p> <p>3. Inability to deliver Corporate Plan priorities.</p> <p>4. Growth of the District stagnates.</p> <p>5. Reputational damage.</p>	<p>1.MTFP in place.</p> <p>2.Successful commercial trading and investment programme.</p> <p>3.Annual business planning.</p> <p>4.Regular budget monitoring.</p> <p>5.Identification and use of grant-funding opportunities.</p> <p>6.Value for Money Strategy adopted.</p> <p>7.Lobbying strategy.</p> <p>8.Regular review of the commercial property portfolio.</p> <p>9.Volatility and risk reserves maintained.</p> <p>10.Resilience indicators developed and monitored.</p> <p>11. Working Balance minimum set at £2.5m.</p> <p>12. Commercial risk indicators set.</p> <p>13. Working jointly across Lincolnshire to mitigate inflationary pressures.</p> <p>14. Regular deputy s.151 monitoring of achievement of business plans</p>	1	4	Current Score: 4		
							Target Score: 4
			Next Risk Review Meeting: 5 February 2024				
<p>Commentary:</p> <p>We are currently modelling the 2024/25 budget based on known data.</p> <p>We have received a provisional settlement in December 2023 where we can model expected rates retention.</p> <p>Budget consultation with residents has taken place.</p> <p>The key challenge is expected to be for budget setting 2025-26.</p>							

Actions for Improvement	Completion Date:	Officer:
Member and Officer workshops so that everyone understands financial position	31/1/2024	Emma Foy

Risk Ref: Our Council	Risk Owner: Emma Foy	Date Reviewed: 11 December 2023			
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 made a decision to utilise the site for an asylum accommodation center which prevents the council from procuring the site. 2. The authority will bring additional service volume to the statutory responsibilities which are not budgeted for.	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 Programme of works. 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: 5 February 2024
			Commentary: The JR has already been held and our claims dismissed. 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				Ongoing	Emma Foy
Agree funding arrangement with Central Government				12/1/24	Sally Grindrod-Smith
Ongoing attendance and representation at MAG meetings				31/3/24	Ian Knowles

Risk Ref: Our Council	Risk Owner: Ady Selby	Date Reviewed: 11 December 2023					
Description of Strategic Risk: The quality of services do not meet customer expectations							
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score		
1. Poorly trained staff. 2. Systems and processes do not adequately support service delivery. 3. Resources available do not match demands on services. 4. Higher than expected customer expectations. 5. Insufficient attention paid to customer feedback. 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 developed including action plan. 11. Quality Management Board in place. 12. New structure rolled out in Customer Services including strengthening links with service areas. 13. Procurement of new contact centre technology. 14. Potential compliance with new national complaints handling guidance (consultation underway as at 28/11)	2	3	Current Score: 6		
			Target Score: 4				
			Next Risk Review Meeting: 5 February 2024				
Commentary: The T24 programme is designed to put the customer at the centre of every service and will help to mitigate this risk. Technology led service reviews in all service areas will address resilience and capacity issues. The development and implementation of a Customer Experience Strategy will further mitigate this risk. New CRM and other procured software will strengthen the quality of retained information.							
Actions for Improvement				Completion Date:	Officer:		
Continual development of CRM and ERP systems				30/4/24	Daniel Reason		
Continual development of P&D reporting and review of measures				31/3/24	Lyn Marlow		
Development and adoption of Customer Experience Strategy				30/4/24	Lyn Marlow		

Risk Ref: Our Council	Risk Owner: Lisa Langdon	Date Reviewed: 11 December 2023						
Description of Strategic Risk: Inability for the Council's governance to support quality decision making								
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score			
1. Ineffective governance framework. 2. 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: 5 February 2024		
			Commentary: A new Administration was elected in May 2023. There is a large number of new Members and it is essential that training and support is provided to all to ensure that we operate in a legally sound and compliant way. Officer training on political awareness due to take place in September 2023 with Wider Management Team. 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.					
Actions for Improvement				Completion Date:	Officer:			
To complete Member Induction and training.				30/4/24	Emma Foy			
Quarterly review of Strategic Risks				30/4/24	Katy Allen			

Risk Ref: Our People	Risk Owner: Sally Grindrod-Smith		Date Reviewed: 11 December 2023		
Description of Strategic Risk: Inability to raise local educational attainment and skills levels					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1. Poor teaching standards. 2. Lack of stability within schools. 3. Lack of appropriate role-modelling to raise aspirations. 4. Insufficient out-of-school support or mentoring. 5. Failure to address issues relating to Gainsborough in particular. 6. Loss of existing provision.	1. Adverse effect on the career/further education opportunities of young people. 2. Inability of local job market to meet recruitment needs of employers. 3. Wage profile of the economy does not rise. 4. Poorer life chances for young people. 5. Increased welfare dependency and rise in vulnerable groups. 6. Viability of education and skills providers threatened.	1. West Lindsey Employment & Skills Partnership operating in line with approved strategy and delivery plan. 2. Supporting work experience for young people. 3. Continue to be part of the Enterprise Adviser network, supporting careers advice and provision amongst all secondary and special schools. 4. WLDC establish and lead Further Education Taskforce. 5. UKSPF investment plan and Multiply delivery. 6. Engage with UKAEA and skills providers across Lincolnshire and Nottinghamshire to develop skills provision for STEP Fusion plant.	3	3	Current Score: 9
					Target Score: 9
					Next Risk Review Meeting: 5 February 2024
Commentary: Employment and Skills Partnership have been engaged in the development of the skills element of the UKSPF. Initial support through UKSPF now in place to ensure continuity with EU programmes. The team are working with LCC who are responsible for the Multiply element of the UKSPF which focuses on numeracy to ensure provision is made available where needed across the district. Short term Further Education Taskforce established with two meetings to date and seeking to agree meeting dates with new administration. Fully engaged with UKAEA on their skills programme to seek maximum benefit for West Lindsey.					
Actions for Improvement				Completion Date:	Officer:
Implement the Employment and Skills partnership action plan				31/3/24	Amanda Bouttell
Delivery of UKSPF Skills theme including Skills Baseline Assessment				31/3/25	Amanda Bouttell

Risk Ref: Our People	Risk Owner: Sally Grindrod-Smith			Date Reviewed: 11 December 2023			
Description of Strategic Risk: Inadequate support is provided for vulnerable groups and communities							
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score		
1. Lack of strategic focus on relevant matters. 2. Inability to identify and reach vulnerable groups. 3. Insufficient/ inaccurate data analysis to establish need. 4. Lack of engagement with and from vulnerable groups. 5. Impact of cost of living crisis on all communities. 6. Impact of cost of living crisis on communities that are already identified as vulnerable.	1. Cycle of dependency is perpetuated. 2. Demand pressures on services and resources. 3. Rural Isolation and increase in rural poverty. 4. Increased demand on formal/informal support networks. 5. Inability of communities to reach self-sufficiency. 6. Health inequalities widened.	1. Innovation re service provision. 2. Targeted enforcement project in private rented sector currently being developed. 3. Focused support for residents of Hemswell Cliff. 4. Development of normalisation strategy for Scampton. 5. Safeguarding policies and procedures operating. 6. Wide-range of enforcement tools. 7. Effective multi-agency partnership working. 8. Communities at Risk Strategy in place. 9. Audit recommendations adhered to. 10. Housing and Wellbeing Board have oversight. 11. UKSPF Investment Plan with focus on communities. 12. Working through Multi Agency Forum to minimize impact of Home Office Asylum proposals.	3	3	Current Score: 9 Target Score: 6		
			Next Risk Review Meeting: 5 February 2024				
			Commentary: Full business cases for UKSPF agreed and approved and now in delivery with key focus on communities. Focus on support for Afghan; Ukraine and resettlement of asylum seekers continues. Work to maintain stability created in Hemswell Cliff has progressed well, showing that the normalisation strategy process is working. Focus on future of community at Scampton is established within planning framework. A development partner appointed however Home Office asylum proposals creating significant long term risk. Ongoing work in SWW by Safer Streets Community Development Project Officer has led to informal 'Together' initiative. Focus moving forward is that the community is empowered to drive forward projects.				
Actions for Improvement				Completion Date:	Officer:		
P3 project review and next steps proposals				31/3/24	Sarah Elvin		
SWW informal Partnership (Together) further developed and governance structure in place				31/3/24	Grant White		
Continue to work with public sector colleagues to secure sustainable future for RAF Scampton				31/3/25	Sally Grindrod-Smith		

Risk Ref: Our People	Risk Owner: Sally Grindrod-Smith		Date Reviewed: 11 December 2023		
Description of Strategic Risk: Health and wellbeing of the District's residents does not improve					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
<p>1. Failure of leisure contract.</p> <p>2. Outreach service is ineffective.</p> <p>3. Wellbeing service does not achieve outcomes.</p> <p>4. Lack of understanding across the system of District Council role in Health.</p> <p>5. Failure to meet housing and housing related support needs.</p> <p>6. Lack of employment opportunities, mismatch of vacancies and skills.</p> <p>7. Lack of funding for Disabled Facilities Adaptations.</p>	<p>1. Increased burden on services and budgets across the system.</p> <p>2. Reduced life expectancy and health for residents.</p> <p>3. Less economically active residents.</p> <p>4. Adverse economic impact on district.</p> <p>5. Council Tax support costs increase.</p> <p>6. Potential impact on the on-going viability of leisure services.</p> <p>7. Increase in health inequalities.</p>	<p>1. Leisure Contract monitoring.</p> <p>2. Everyone Active Community Wellbeing Plan developed.</p> <p>3. Wellbeing service in place and promoted with clear objectives.</p> <p>4. WLDC Wellbeing Lincs Management Board representation.</p> <p>5. West Lindsey representation on Housing, Health and Care delivery group and progress against Homes for Independence Blueprint delivery plan monitored.</p> <p>6. Representation on Health Inequalities Programme Board.</p> <p>7. Development and delivery of District Health and Wellbeing Strategy.</p>	3	3	Current Score: 9
					Target Score: 6
					Next Risk Review Meeting: 5 February 2024
<p>Commentary:</p> <p>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.</p>					
Actions for Improvement				Completion Date:	Officer:
Develop appropriate actions to support the delivery of the Health and Well-being Strategy through the business planning process				31/3/24	Sarah Elvin
Continue engagement with Primary Care Networks through Lincolnshire ICB structure				31/1/24	Sarah Elvin
Continue strategic and political engagement with partners to secure review of funding mechanism for DFGs				28/2/25	Sally Grindrod-Smith

Risk Ref: Our Place	Risk Owner: Sally Grindrod-Smith	Date Reviewed: 11 December 2023			
Description of Strategic Risk: The local housing market and the Council's housing related services do not meet demand					
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1. Housing developers do not build in the District. 2. Lack of suitable development land. 3. Lack of intelligence on housing need/demand. 4. New properties do not match need/demand of local housing market. 5. Existing housing stock is in poor condition/ 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: 5 February 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 to be published by December 2023. Monitor impact of Renters Reform Bill.					
Actions for Improvement				Completion Date:	Officer:
Development of Supplementary Planning document to support investment in affordable housing through the planning system.				31/3/24	Rachael Hughes
Monitoring of Housing Strategy delivery Plan				31/3/24	Sarah Elvin
Completion of Housing Stock Condition Survey to inform approach to Private Sector Housing action				1/6/24	Andy Gray

Risk Ref: Our Place	Risk Owner: Sally Grindrod-Smith		Date Reviewed: 11 December 2023					
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: 5 February 2024		
			Commentary: The council have approved an Economic Recovery Plan to support local recovery and growth. The WLDC bid to the Levelling Up Fund in 2021 was successful and the programme is now in delivery. Programme level risks are monitored by the LUF Programme Board. UKSPF Business Cases approved by Committee and now in delivery. New Economic Development / Growth Strategy to be developed ready for mid 2024 to include full review of economic baseline. 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:			
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.				31/3/24	Sally Grindrod-Smith			
Revisit economic evidence base in support of next phase of Local Plan review aligned with development of economic growth / development strategy				30/9/24	Sally Grindrod-Smith			
Ongoing work to support the achievement of a development agreement to secure the future of RAF Scampton				31/3/24	Sally Grindrod-Smith			

Risk Ref: Our Place	Risk Owner: Nova Roberts	Date Reviewed: 11 December 2023						
Description of Strategic Risk: Insufficient action taken to create a cleaner and safer district								
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score			
1. Lack of robust enforcement policies. 2. Lack of capacity to respond effectively to service demand. 3. Ineffective messages about social responsibility. 4. Ineffective partnership working arrangements. 5. Inability to effectively implement new legislation. 6. Unexpected outbreak of environmental or health related issue.	1. Residents of the District feel unsafe. 2. Rise in number of crime and enforcement related incidents. 3. Reputational damage. 4. Increase in no. of complaints. 5. Increased threat of illness/harm to residents. 6. Adverse effect on natural wildlife habitats and bio-diversity. 7. Demand pressures on front-line services.	1. Award winning Waste Collection and Street Cleaning Service. 2. Trade Waste service provided. 3. Refreshed (Mar 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. 7. Educating school children in recycling and sustainability. 8. Monthly tactical meetings with the Police and Environment Agency 9. Resource pressures identified in advance and discussed at MT or relevant Committee	2	4	Current Score: 8			
						Target Score: 4		
						Next Risk Review Meeting: 5 February 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. Council agreement to fund work with schools to promote environmental and sustainability issues. as well as promoting at the Lincolnshire Show 2023 Enforcement and environment teams fully resourced and have refreshed strategies and policy documents. Member Working Group established to produce an Environment and Sustainability Strategy. Restructure of street cleansing team to ensure futureproofing in place. Review of enforcement policies completed 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.					
Actions for Improvement				Completion Date:	Officer:			
Review of the PRS strategic policy				31/03/2024	Andy Gray			
Provide recommendations for additional Enforcement resources				31/01/2024	Andy Gray			
Recruit additional Enforcement resources				31/03/2024	Andy Gray			

Risk Ref: Our Place	Risk Owner: Rachael Hughes		Date Reviewed: 11 December 2023			
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	
			Next Risk Review Meeting: 5 February 2024			Target Score: 4
			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				31/7/24	Rachael Hughes	

Risk Ref: Overarching	Risk Owner: Ady Selby	Date Reviewed: 11 December 2023					
Description of Strategic Risk: Inability to maintain critical services and deal with emergency events							
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score		
1. Loss/failure of critical systems. 2. Inadequate response to incident or emergency. 3. Lack of, or ineffective, partnership working. 4. Lack of emergency planning or disaster recovery arrangements. 5. Ineffective communication arrangements. 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: 5 February 2024				
Commentary: Effective business continuity and emergency planning responses are in place. Frequent testing is be a key priority. The refreshed emergency plan was approved by members in 2021, it is reviewed regularly by Director and LCC EP Officer. 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.							
Actions for Improvement				Completion Date:	Officer:		
Refresher training for appropriate officers				31/3/24	Ady Selby		
Training for all involved with EP and BC up to date				31/3/24	Ady Selby		

Risk Ref: Overarching	Risk Owner: Nova Roberts	Date Reviewed: 11 December 2023			
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 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:	1	4	Current Score: 4
					Target Score: 4
			Next Risk Review Meeting: 5 February 2024		
<p>Commentary:</p> <p>Continuous monitoring of officer training and promotion of incident reporting, post incident review to mitigate future risk.</p> <p>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.</p> <p>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.</p> <p>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 Audit scheduled for 2023/2024. Cyber Security messaging and advice is provided weekly for officers and monthly for Members.</p> <p>Active Cyber defence:</p> <ul style="list-style-type: none"> -Protected Domain -Mail Check -Mail Scanning -Website checks -Takedown criminal websites -Suspicious email reporting service 					

		<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) - 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>		
Actions for Improvement			Completion Date:	Officer:
Q4 review of the ICT Assurance Review			31/3/24	Cliff Dean

Risk Ref: Overarching	Risk Owner: Nova Roberts		Date Reviewed: 11 December 2023		
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.	2	4	Current Score: 8
					Target Score: 8
			Next Risk Review Meeting: 5 February 2024		
<p>Commentary:</p> <p>Continuous monitoring of officer training and promotion of incident reporting will further mitigate against this risk.</p> <p>The role of Senior Information Risk Owner has been reallocated to the Assistant Director of People and Democratic Services and Monitoring Officer.</p> <p>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.</p> <p>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 Audit scheduled for 2023/2024. 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)</p>					

		<p>13. The ICT Team have the capability and certification to undertake organisational cyber assessments (Cyber Essentials +) and hold the following cyber accreditation's:</p> <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) Certified Ethical Hacker (CEH) Microsoft Cloud Security <p>14. Weekly staff message and monthly member message - provides cyber updates, advice and alerts.</p> <p>15. Fast time communication is used to mitigate threats.</p> <p>16. ICT Assurance Map review completed for 2023</p>		
Actions for Improvement			Completion Date:	Officer:
Q4 review of the ICT Combined Assurance Review			31/3/24	Cliff Dean

Risk Ref: Overarching	Risk Owner: Nova Roberts	Date Reviewed: 11 December 2023					
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. 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:	2	4	Current Score: 8		
			Target Score: 8				
			Next Risk Review Meeting: 5 February 2024				
<p>Commentary:</p> <p>Continuous monitoring of officer training and promotion of incident reporting will further mitigate against this risk.</p> <p>The role of Senior Information Risk Owner has been reallocated to the Assistant Director People and Democratic Services and Monitoring Officer.</p> <p>All ICT Policies reviewed, updated and approved March 23. ICT audit completed in 22/23 providing High Assurance rating for ICT Patch Management, Substantial Assurance for Cloud Hosted Services, ICT Helpdesk and ICT Disaster Recovery. The ICT Team have full accreditation to undertake organisational cyber assessments as part of Cyber Essentials +. ICT Assurance Map full review completed for 2023/2024.</p> <p>Cyber Security Audit scheduled for 2023/2024. Cyber Security messaging and advice is provided weekly for officers and monthly for Members.</p> <p>Active Cyber defence: Protected Domain Mail Check Mail Scanning Website checks Takedown criminal websites Suspicious email reporting service Early warning system</p>							

		<p>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</p> <p>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.</p>		
Actions for Improvement			Completion Date:	Officer:
Q4 review of the ICT Combined Assurance Review			31/3/24	Cliff Dean

Risk Ref: Overarching	Risk Owner: Nova Roberts		Date Reviewed: 11 December 2023				
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	<p>1. Significant adverse impact on service delivery.</p> <p>2. Financial loss/fines imposed by ICO.</p> <p>3. Speed of attack, significantly increased.</p> <p>4. Reputational damage.</p> <p>5. Loss of personal and business- related data.</p> <p>6. Failure to maintain our legal compliance with the National Cyber Strategy requirement to mitigate known vulnerabilities.</p>	<p>1. Robust ICT security systems in place.</p> <p>2. Cyber Assessment Framework assurance.</p> <p>3. Up to date infrastructure and back-up arrangements (using the national 321 model).</p> <p>4. Business continuity arrangements established and updated.</p> <p>5. All ICT Policies reviewed, updated and approved March 23 including those covering ICT usage and information security.</p> <p>6. Data Protection Officer, Certified Information Systems Security Professional, Certified Information Security Manager and Senior Information Risk Owner roles in place.</p> <p>7. On-going training and awareness for staff; reinforced due to ongoing hybrid agile working arrangements.</p> <p>8. Process in place for the reporting and investigation of data breaches and learning loop applied.</p> <p>9. PCIDSS compliance.</p> <p>10. Rolling programme of audits 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.</p> <p>11. Ensuring standard contractual clauses are in place with data processors/controllers who hold data outside of UK.</p> <p>12. Insurance in place to cover costs of recovery from ICT failure/cyber attack.</p> <p>13. The ICT Team have the capability and certification to undertake organisational cyber assessments (Cyber Essentials +) and hold the following cyber accreditation's: Certified Information Systems Security Professional (CISSP)</p>	2	4	<p>Current Score: 8</p> <p>Target Score: 8</p>		
			Next Risk Review Meeting: 5 February 2024			<p>Commentary:</p> <p>Continuous monitoring of officer training and promotion of incident reporting will further mitigate against this risk.</p> <p>The role of Senior Information Risk Owner has been reallocated to the 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.</p> <p>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 Audit scheduled for 2023/2024. Cyber Security messaging and advice is provided weekly for officers and monthly for Members.</p> <p>Active Cyber defence: Protected Domain Mail Check Mail Scanning Website checks Takedown criminal websites Suspicious email reporting service Early warning systems deployed</p>	

		Certified Cloud Security Professional (CCSP) Certified Information Security Manager (CISM)	
Actions for Improvement			Completion Date:
Q4 review of the ICT Combined Assurance Review			31/3/24
			Officer: Cliff Dean

Risk Ref: Overarching	Risk Owner: Nova Roberts	Date Reviewed: 11 December 2023				
Description of Strategic Risk: Inability to maintain service delivery with the amount of change initiatives						
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score	
1. Loss / Failure of service delivery. 2. Significant uplift in customer contacts from effective service delivery to partnership working. 3. Ineffective or breakdown in customer communication. 4. Failure for customers to access vital services.	1. Inability to deliver critical/key services. 2. Increased risk of harm to vulnerable customers. 3. Financial loss. 4. Reputational damage.	1. Robust project management and engagement with service experts. 2. Continuous improvement workstream to check implementation and ongoing change. 3. Robust governance through Programme board and Portfolio Board. 4. Audits planned for the service areas testing process and policy delivery. 5. P3M3 Maturity Model annual review engaging stakeholders on how change is delivered. 6. Performance and Delivery quarterly reports to track any negative service impact and performance improvement plans in place with full measure set review in Autumn 23/24.	2	4	Current Score:8	
						Target Score:6
			Next Risk Review Meeting: 5 February 2024			
Actions for Improvement				Completion Date:	Officer:	
Implementation and embedding of Project Management Office				29/3/24	Darren Mellors	

Risk Ref: Overarching	Risk Owner: Lisa Langdon		Date Reviewed: 11 December 2023					
Description of Strategic Risk: Failure to comply with legislation including Health and Safety matters								
Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score			
<ul style="list-style-type: none"> 1. Breach of legislation. 2. Non-compliance with Council policies and procedures. 3. Failure to seek or follow legal advice. 4. Complaint from external organisation or member of public. 5. Whistleblowing report. 6. Increase of reportable incidents in specific work areas or activities. 7. Increase of insurance claims. 8. Accidents not reported or investigated. 9. Project work not planned effectively to control H&S risk. 10. Managers and employees not effectively trained in H&S matters. 11. Absence of robust H&S monitoring and recording system. 12. Fire Risk Assessments not up to date. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 1. Corporate H&S Officer in place. 2. H&S Champions across the Council. 3. General H&S training provided. Service specific H&S training and safe working procedures including lone working. 4. H&S incident reporting arrangements. 5. Service level H&S risk assessments undertaken and regular H&S walks undertaken to identify hazards. 6. Reporting to Mgt Team/JSCC on H&S incidents. 7. Regular H&S and stress mgt training for all staff. 8. Council subscription to Employee Assistance Programme for staff. 9. Regular inspections of property, including car parks. Pro-active maintenance programme. 10. Early resolution of reported defects. 11. Public Liability and Employers Liability insurance in place. 12. Legislative implications included on all reports. 13. Compliance with current legislation and best practice. 14. Membership and use of Legal Services Lincolnshire. 15. H&S compliance work being undertaken with services. 16. Subscription to Lawyers in Local Government Resource 	2	4	Current Score: 8 Target Score: 8			
						Next Risk Review Meeting: 5 February 2024		
						Commentary: New ways of working has been adopted by staff with DSE assessments in place. Annual staff survey to continue.		
Actions for Improvement				Completion Date:	Officer:			
Full implementation of responsible managers and persons across the Estate				31/3/24	Simon Hunt			

Risk Ref: Overarching	Risk Owner: Rachael Hughes			Date Reviewed: 11 December 2023		
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	
			Next Risk Review Meeting: 5 February 2024			Target Score: 6
			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				31/3/24	Rachael Hughes	