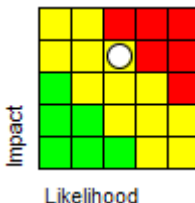


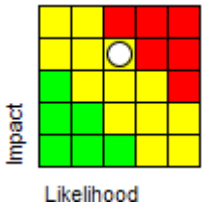


SHDC Strategic Risk Report inc Targets

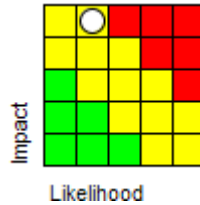
Title	Description	Original Score	Controls/Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
CPBS Failure to deliver core services	CPBS Failure to deliver core services - HR/IT/Finance/Revenues & Benefits	12	Number of Governance processes in place including monitoring of performance in performance, risk and audit board. CPBS also has its own board with governance.	12	4	3	↓	<p>A number of permanent staff have now been recruited, however, there are some issues currently which are being addressed.</p> <p>The main concern currently surrounds the performance of the revenues and benefits service and an action plan is in place to tackle this and mitigate the risk further by end of Q4</p> <p>Money saved from staffing gaps is being used for CIVICA consultancy for 12 months, This should maintain the improvements seen recently.</p>	13 Feb 2017	1	2



Title	Description	Original Score	Controls/ Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
Failure to deliver Local Plan and its Delivery Plan	Failure to deliver Local Plan and its Delivery Plan - reputational and financial risk due to possible Secretary of State intervention. there is also a new risk emerging due to New Homes Bonus.	8	Dedicated senior officer and EMT support to deliver the local plan	12	4	3	■	<p>We achieved all milestones in the timetable through to the end of consultation on preferred sites. Consultation events were positive, we have reviewed the issues raised through the consultation and will prepare a report. Delays have been due to</p> <ul style="list-style-type: none"> • Environment agency failing to finalise criteria for modelling SFRA • LCC late delivery of Spalding Western Relief Road modelling • Issues with duty to cooperate partners over updating Objective Assessment of Need <p>Timetables now envisage agreement of pre submission document in February. Weekly project meetings being held in Boston & South Holland with Senior Managers</p>	10 Nov 2016		



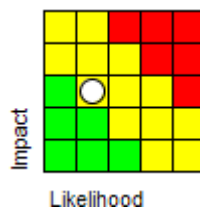
Title	Description	Original Score	Controls/Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
Critical breach of ICT security	Attacks are happening with increasing frequency at present. Ransom and theft specialists are targeting banking details and personal information, as with all other government systems and private companies	25	There is a comprehensive suite of protection measures in place including email filtering, web filtering, antivirus and windows updates which help to protect from viruses	10	5	2	—	<p>Mimecast is now fully implemented across the Councils email's which stops potentially infected email attachments being received. Though this filter does increase security, if the recipient releases the document there is still some risk of a virus attack.</p> <p>There is a comprehensive suite of protection measures in place including email filtering, web filtering, antivirus and windows updates. Therefore the likelihood has decreased from the last update.</p> <p>Disaster Recovery capability will be bolstered later this month with the implementation of new servers and software which will be hosted offsite. This would enable the Council to get back to business more quickly</p>	13 Feb 2017	4	2



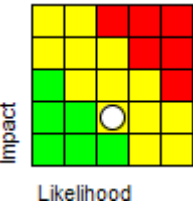

Title	Description	Original Score	Controls/ Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
Uncertainty over future government funding settlement	Government funding reductions due to a weakening of the economy may be experienced during the period of the MTFP	12	4yr MTFP sets out programme to be free of reliance on RSG by 2019. Setting investment funds, commercial property and growth to ensure continued income	9	3	3	—	<p>4 Year settlement has been approved by Government so certainty of main income lines have been confirmed in 2016/17.</p> <p>Other announcements from the Autumn Statement and the Local Government Settlement have been assessed as part of the 2017/18 Budget and Medium Term Financial Plan cycle.</p> <p>The budget shall be going to Cabinet 14th February 2017.</p>	13 Feb 2017	2	2
Business rate retention scheme	Business rate retention policy changes leave the council exposed to risks on collection and baseline income.	20	Financial provision has been made to cover the risk of current appeals, collection rates and growth	9	3	3	—	<p>There has been an increase in appeals in 2016/17 of the £3.2 million, £2.7 million relate to the two power stations. The current financial years risk is mitigated by the financial provisions that have been made. We await decision from the valuation office on these appeals.</p>	13 Feb 2017	2	2

Title	Description	Original Score	Controls/ Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
Failure to maximise trading opportunities	Failure to maximise trading opportunities could result in lack of commercial exploitation of assets or income from trading arms	9	Governance is in place for MTFP through transformation board, finance board and Performance Risk and Audit Board which monitor the work towards maximising trading opportunities	9	3	3	↑	<p>The transformation board monitors the service reviews and transformation projects to ensure they remain on track. Currently there are some short term timing delays within the Commercialisation work stream, but this is still on track to deliver over the 4 year term</p> <p>The new Executive Director Commercialisation starts late January and will be able to push the commercialisation agenda forwards.</p> <p>We will need to effectively manage and co-ordinate the different trading opportunities, to ensure they are delivered in the best way for the Council</p>	13 Feb 2017	2	2
Staff recruitment and retention at all levels within the organisation	Staff recruitment and retention issues could undermine the effectiveness of the organisations through loss of experience and knowledge	15	The mitigation for key senior posts that are vacant or serving their notice period will be to start recruitment and find suitable interim cover.	9	3	3	—	<p>The new director has started, however a vacancy has arisen at Executive Manager level. Council has ratified new staffing structures for Democratic Services which is likely to generate some recruitment activity.</p>	13 Feb 2017	2	2

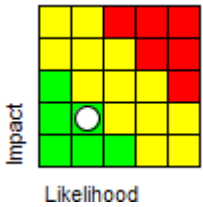
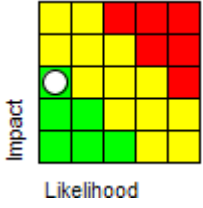
Title	Description	Original Score	Controls/ Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
Medium Term Financial Plan Not Delivered	The Medium Term Financial Plan includes a balanced position which is dependant on delivery of the "MovingForward" Transformation plan	12	There are a number of controls in place to track delivery including transformation board, Performance, Risk & Audit Board & Finance Board. PI's are tracking variance from plan	6	3	2	—	<p>No change to score</p> <p>The changing economic picture has negatively impacted the budget setting process for next year and forwards and the financial implications of this have been modelled into the new budgets. These include; lower interest rates, new homes bonus funding reductions following the consultation and continued austerity measures, leading to increased need for a small level of additional income or savings over the medium term.</p> <p>The transformation plan is in progress and on track to deliver the current years efficiency target. The programme has been flexed for the new budgets to reflect actual activity on the programme, with some areas over achieving targets and other areas slower to start than planned.</p> <p>The timing changes to the Moving Forward programme have resulted in a budget pressure for 2017-18, but the programme is still on track to deliver</p>	13 Feb 2017	2	2



Title	Description	Original Score	Controls/ Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
-------	-------------	----------------	----------------------	--------------------	--------	------------	------------------	-------------	--------------------	---------------	-------------------

<p>Failure to deliver financial & non-financial outcomes of the approved Welland Homes business plan</p>	<p>Failure to deliver financial & non-financial outcomes of the approved business plan has implication in areas which include Legal, reputational and Financial. Risk also refers to capacity and expertise in the organisation to deliver the housing development requirement for both the HRA and Welland Homes.</p>	<p>8</p>	<p>Mitigations as follows; Revised governance including strengthened terms of reference. Improved communication on Council policies to the WH Board. Increased operational capability and capacity within Council to support future programmes and WH Board of Directors. Revision of original business plan was presented to Cabinet and approved by Full Council in July 16 Introduction of a Housing Development programme manager Explore external partnerships for specialist delivery expertise Review requests for quotations for Parkside Crescent / Severn road projects and</p>	<p>6</p> 	<p>2</p>	<p>3</p>		<p>Project plans are proceeding and financial targets are likely to be met or exceeded in 2016/17, Programme delivery issues are arising from detailed assessments and these are being examined by officers and available options will be presented to the Welland Homes Board in October 2016.</p>	<p>28 Sep 2016</p>		
---	--	----------	---	--	----------	----------	--	---	--------------------	--	--

Title	Description	Original Score	Controls/ Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
			recommend a way forward for these projects								
Publication of gender pay gap under transparency legislation	The evolution of Transparency legislation will mean a requirement to publish the gap between male and female earnings within pay bandings. This could lead to increased scrutiny from the unions which may trigger a Unison audit. The collateral effect of the risk coming to fruition would be around reputational damage and legal ramifications of potentially backdated claims from workers.	12	The mitigation for this is to proactively establish i) if there is a gender based pay gap within job roles and ii) to identify funding to cover any liability in this area should liability be identified. The Council advocates equitable and fair treatment of its employees and would not wish to perpetuate any such discrepancy.	6	3	2	■	We await further publication from Government	08 Nov 2016	2	2
Failure to deliver the council's Corporate Priorities	Would lead to missed targets and failure to deliver objectives and may result in the Council suffering reputational damage and a failure to deliver priorities to residents.	4	Corporate Delivery Plan sets out how to achieve corporate plan and this is underpinned by individual service plans and these are monitored at Performance, Risk & Audit Board monthly	4	2	2	■	Consideration to be put to de-escalation as within target threshold.	13 Feb 2017	2	2

Title	Description	Original Score	Controls/ Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
Impact of County Council Budget Reductions	Impact of County Council Budget Reductions. This will potentially impact on resident wellbeing.	9	Ensure that Place directorate are involved early in conversations to represent the council and its residents	4 	2	2	↑	This will be monitored at each budget setting depending on the county council consultations to determine any new changes which could impact South Holland District Council	13 Feb 2017	2	2
Failure to effectively implement corporate business continuity plan	Failure could lead to an impact on delivery of services, loss of IT systems, ineffective communication or a failure to provide suitable premises	4	Working jointly with County to have business continuity post. Each team has a plan reviewed annually	3 	3	1	▬	Business continuity plans are reviewed regularly and are embedded within services alongside service continuity plans.	13 Feb 2017	3	1