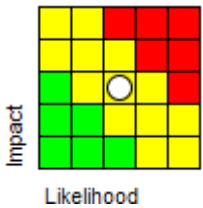



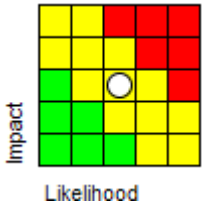

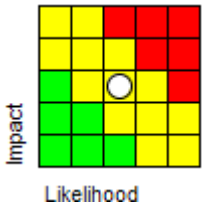

SHDC Strategic Risk Report inc Targets

Title	Description	Original Score	Controls/ Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
Medium Term Financial Plan Not Delivered	The Medium Term Financial Plan includes a balanced position which is dependent on delivery of the "Moving Forward" 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	12	4	3		The score for this risk remains the same as the medium term financial plan continues to be monitored through various boards and our performance management framework	01 Feb 2018	3	2
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. Star chamber exercises and constant forward looking reviews will be undertaken.	12	4	3		SHDC have successfully entered into the Business Rates Pilot for 2018/19 which means that 100% of business rates will be retained 'locally' rather than the authority having to pay a large sum to Central Government (for redistribution to other authorities in other parts of the country via grants etc). due to securing this pilot the risk now focuses more on 2019/20 onwards.	07 Feb 2018	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	12	4	3	—	The council continues to review use of its major assets as well as trying to achieve maximum income from its trading arms, the Environmental health training and consultancy service is still being embedded and continues to focus on achieving income. Additionally mitigations for this risk are focused through the councils Moving forward and commercial boards.	07 Feb 2018	2	2
Staff recruitment and retention at all levels within the organisation	Staff recruitment and retention issues could undermine the effectiveness of the organisations though 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.	12	3	4	—	For Quarter 3 staff turnover reduced as expected following the conclusion of the Place Review. A review of the posts which were not able to be recruited to in Quarter 3 took place and these are now being advertised (Quarter 4).	15 Feb 2018	2	2

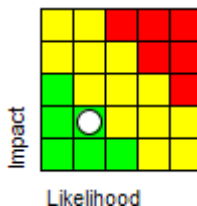
Title	Description	Original Score	Controls/ Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
General Data Protection Regulation Implementation	With the implementation of the General Data Protection Regulation, which replaces the Data Protection Act of 1998, there is a risk that the council will not manage its data appropriately and in line with the new regulations.	16	Monthly meetings of the statutory information group have highlighted areas which need to be addressed and training was delivered in September 2017 for managers and proposed service Data Protection leads.	12	4	3	—	Authority has been granted to recruit a fixed term 18 month post as Information and Governance Officer to support the delivery of the measures required for GDPR. The Statutory & Information group continues to meet and deliver work supporting progress against the gap analysis. Member scrutiny committees are also engaged to ensure implementation continues.	29 Jan 2018	2	2
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	—	The ICT team have completed a large number of business as usual activities to aid in the prevention of critical breaches such as patching of servers and applications, patching of Wi-Fi infrastructure in line with latest threats and recommendations, patching of the Firewalls and Proxy servers, user guidance	12 Jan 2018	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
								and training on security best practice, compliance to PSN standards and certificate obtained and continued work with DPO to reduce exposure from GDPR requirements.			
Impact of business rate appeals	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		There has been a decrease in the provision for appeals in Q3 (2017/18) of £0.394m. This is partly due to a reduction of £1.3m for the one remaining power station appeal in Q3. The rateable value of this property dropped in March 2017 by 8%, but a further appeal against the RV remains outstanding, though it is not expected that a provision at the previous level of 14% is required. We await a decision from the Valuation Office on this appeal.	13 Feb 2018	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	9		3	3		Risk remains the same since last quarter as we are aware that the county council budget will not be set until February 2018 and this will mean we have a lack of clarity until that time.	07 Feb 2018	2	2
Failure to deliver financial & non-financial outcomes of the approved Welland Homes business plan	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.	8	<p>Mitigations as follows;</p> <ul style="list-style-type: none"> • 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. • Permanent Housing Development programme manager 	9		3	3		<p>Layer 1 - Green Lane completed and fully let. Long Sutton approved by Cabinet and Council and underway. Layer 2 - About to commence with Parkside contract being the first new build contract by Welland Homes on land acquired from SHDC.</p> <p>Layer 3 - cannot be projected</p>	07 Feb 2018	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
			<ul style="list-style-type: none"> Positive Audit Established methodology for assessing schemes 								
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.	8	4	2	↓	The score has been reduced as there have been further improvements in recruitment in areas of IT & HR that have reduced the likelihood of CPBS failure to deliver core services, there are however still areas within finance that are being addressed and we will continue to monitor	25 Jan 2018	2	2
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	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	6	2	3	▬	There is a report going to full council in February, it has been through the executive management team but the score remains the same as last quarter as it will still need to go through full council.	25 Jan 2018	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
	the risk coming to fruition would be around reputational damage and legal ramifications of potentially backdated claims from workers.		treatment of its employees and would not wish to perpetuate any such discrepancy.								
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	■	Risks remain unchanged as the Corporate improvement and performance team continue to monitor and work with staff towards achieving the corporate priorities. The annual refresh of the Corporate Plan and associated service level delivery plans has now been completed and during the next quarter staff appraisal setting will take place. This links individual's yearly objectives directly to the delivery of the council's corporate objectives.	25 Jan 2018	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 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	4	4	1	—	<p>The Local Plan examination continues to progress and a number of hearing sessions have been held during November and December. The Inspectors have indicated a desire to hold further hearing sessions in Q4 to explore some matters that were not fully resolved in the first round of hearings.</p> <p>Therefore, whilst the examination is progressing positively, the risk rating remains unchanged this quarter.</p>	26 Jan 2018	4	3
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	—	<p>The emergency planning post is currently vacant but this risk has not increased for this quarter as recruitment has been underway and will be nearing completion by the time this report has been published</p>	15 Feb 2018	3	1