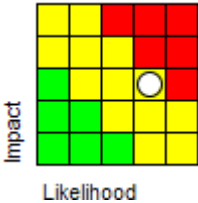
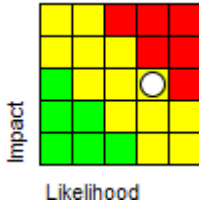



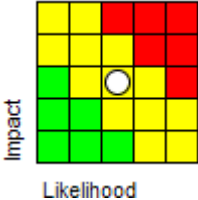
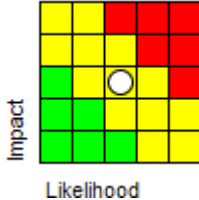
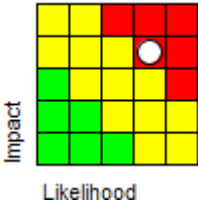
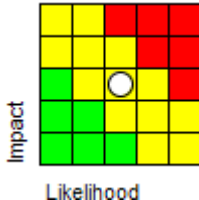
# SHDC Strategic Risk Report

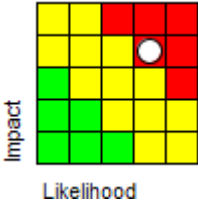
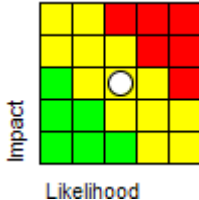

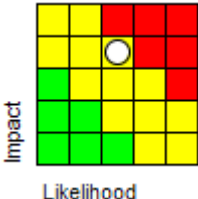
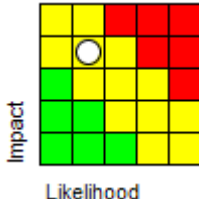



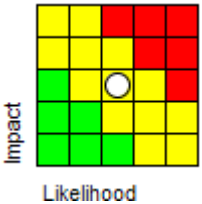

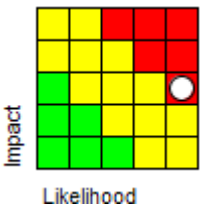

Title	Description	Original Assessment	Controls/Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note
<b>Medium Term Financial Plan Not Delivered</b>	The Medium Term Financial Plan includes a balanced position which is dependent on delivery of further savings	12  Impact Likelihood	There are a number of controls in place to track delivery including finance board, Performance, Risk & Audit Board & EMT. PI's are tracking variance from plan	12  Impact Likelihood	4	3		Both impact and likelihood remain the same for this risk due to there being no notable or significant changes in both the local government settlement and the business rates review. Until such a time as a decision is made in relation to one or both of these, there will be no major change in impact or likelihood.
<b>Uncertainty over future government funding settlement</b>	Government funding reductions due to a weakening of the economy may be experienced during the period of the MTFP	12  Impact Likelihood	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 are now underway.	12  Impact Likelihood	4	3		There is no update to this risks likelihood or impact due to there being no significant or notable changes in relation to the outcome of this review. This risk may be altered once a decision in relation to the settlement is reached.

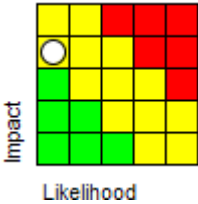
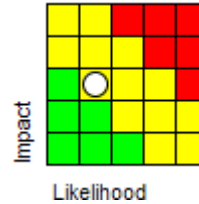

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<b>Impact of business rate appeals</b>	Business rate retention policy changes leave the council exposed to risks on collection and baseline income.	20  Impact Likelihood	Financial provision has been made to cover the risk of current appeals, collection rates and growth	12  Impact Likelihood	3	4		This risk remains the same since it's previous update due to no change in the situation. The NHS appeal is still ongoing and the risk may be altered based on the outcome of this.
<b>Critical breach of ICT security</b>	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  Impact Likelihood	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	12  Impact Likelihood	4	3		<p>PSPS on behalf of its clients continues its vigilance.</p> <p>The introduction of a dedicated Security Analyst role has given PSPS the resource to develop new standards and processes to combat the increasing risk of cyber attacks and be far more proactive in the management of security threats internally and externally.</p> <p>Whilst a security breach will always be a possibility in today's environment, SHDC have a level of defence in depth which operates levels of security from the perimeter to the end user devices. It should be confident of the considerable investment and enhancements made in this area over previous years but must be cognisant of the ongoing role required of staff and Members. The impact of</p>

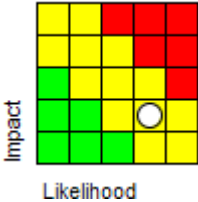
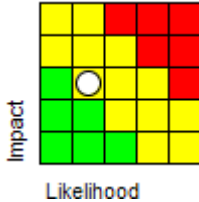
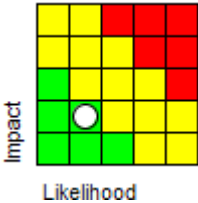
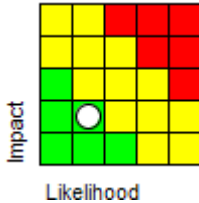
Title	Description	Original Assessment	Controls/Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note
								any such breach will always remain high/critical due to the possible disruption to statutory services.
Impact of Homelessness Reduction Act	The implementation of the new act places additional burdens on SHDC which may mean a reduced ability within the service to adhere to the act due to an unpredictable increase of persons approaching the housing options service. Capacity may be impacted by increased volumes of homeless applications, increased time needed to manage each case in order to fulfil the requirements of the new legislation and risk that the expansion of the duty could lead to a serious shortfall in available temporary housing options to	<p>12</p> 	<ul style="list-style-type: none"> <li>Implementation of specialist Jigsaw Software to case manage under provisions of HRA 2017</li> <li>Increase in establishment of Housing Options Officer in SHDC as part of Place Review</li> <li>Additional experienced temporary staff from February 2018 to triage cases</li> <li>Increase of admin support to Housing Options Team to better utilise specialist staff to focus on complex cases</li> <li>Training in new duties to be ongoing (initial joint SHDC/BDC training held in January 2018)</li> <li>Utilisation of £62k New Burdens funding</li> <li>Identification of options within SHDC stock</li> <li>Identification of</li> </ul>	<p>12</p> 	3	4		<p>The risk continues to be reviewed on an ongoing basis by the Housing Options Manager. The numbers of applicants remains consistent - the shortfalls in team capacity have now been addressed with recruitment complete for all posts.</p> <p>The processes have been updated and the speed in handling cases through these is improving as front line operational staff have adapted and built the appropriate networks. The knowledge base required for the role is in-depth and therefore training is ongoing for the team. The risk level has not changed.</p> <p>The above assessment continues to be the Business as Usual position. The Housing Options Manager is currently commissioning a review of the service to take account of current service pressures and take account of future</p>

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	accommodate homeless individuals and families		private sector options within both districts <ul style="list-style-type: none"> <li>Work with partners to open other potential options</li> </ul>					requirements.
<b>Impact of County Council Budget Reductions</b>	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	—	There is no change to this risk or likelihood due to no further update from county council. This is due linked to business rates review and the local government settlement (both of which remain in the same place as the last update). When an update is available, this risk will be altered to reflect any changes.
<b>General Data Protection Regulation Implementation</b>	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 for managers and proposed service Data Protection leads.	9 	3	3	—	Good progress is being made with Audit recommendations and with continued implementation of the Project Plan. Breaches appear to be reducing and further training of Data Champions has taken place. Provided we continue in this positive direction then it is anticipated that the risks may be deemed to be reduced by the next period.


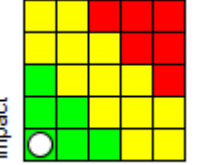

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<b>Contracts Monitoring</b>	This risk covers the councils monitoring of contracts with external partners to ensure arrangements are financially secure and performing	16 	<ul style="list-style-type: none"> <li>Regular monitoring of contracts</li> <li>Regular communication with external partners and stakeholders</li> <li>Keep up to date with external changes with partners</li> </ul>	9 	3	3		<p>The status for this risk remains the same, there have been no incidents to note with existing contracted suppliers or service providers which the team continues to monitor closely.</p> <p>In addition the service continues to maintain a watching brief in relation to Brexit developments and what impact this may have on our contracted supplier supply chains.</p>
<b>PSPS Failure to deliver core services</b>	PSPS 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. PSPS also has its own board with governance.	8 	4	2		<p>Regular meetings are being held with the Service head at PSPS between both the client lead and service manager, to manage any performance issues.</p> <p>Both corporate and service specific SLA's have been agreed for 2019-20. Which aligns with the new corporate plan</p> <p>Reviewed performance standards will be agreed and signed off for the coming year to align with the corporate plan.</p> <p>Most elements of the service is functional, however there have</p>

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								<p>been a number of audit reports with some assurance concerns, we continue to monitor this and address any issues that arise.</p> <p>The two senior management post vacant, i.e. heads of HR and Finance, have now been filled.</p>
<b>Failure to maximise trading opportunities</b>	Failure to maximise trading opportunities could result in lack of commercial exploitation of assets or income from trading arms	<b>9</b> 	Governance is in place for MTFP through EMT, finance board and Performance Risk and Audit Board which monitor the work towards maximising trading opportunities	<b>6</b>	3	2		There is no further update to this risk, whilst EHTC were slightly under target for initial financial targets set the service has achieved profit and is therefore commercially successful at present.
<b>Staff recruitment and retention at all levels within the organisation</b>	Staff recruitment and retention issues could undermine the effectiveness of the organisations though loss of experience and knowledge	<b>15</b> 	The mitigation for key senior posts that are vacant or serving their notice period will be to start recruitment and find suitable interim cover.	<b>6</b>	3	2		There were no leavers at all for Q1 and this is the lowest turnover rate the council has seen, this is very positive when considering an organisation of our size usually sees on average 5-10 leavers per quarter. Recruitment continues to perform well and there are currently no issues identified in relation to recruitment and retention

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<p><b>Failure to effectively implement corporate business continuity plan</b></p>	<p>Failure could lead to an impact on delivery of services, loss of IT systems, ineffective communication or a failure to provide suitable premises</p>	<p>4</p> 	<p>Working jointly with County to have business continuity post. Each team has a plan reviewed annually</p>	<p>6</p> 	<p>3</p>	<p>2</p>		<p><b>Business Impact Analysis and Business Continuity Plans</b></p> <p>All Business Impact Analysis and Business Continuity Plans have been completed and reviewed by the Emergency Planning Officer but, have still to be tabled/signed off at the Emergency Planning Board.</p> <p><b>Emergency/Incident Response Plan</b></p> <p>A joint BDC/SHDC Emergency/Incident Response Plan is currently being completed and is planned for completion in June 2019.</p> <p><b>Training</b></p> <p>Lincolnshire Resilience Forum had planned to commence training of Tactical (Silver) Commanders in April 2019. However, due to all of the additional work Brexit has created, this is now planned to be commenced in the Autumn 2019.</p>

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<b>Failure to deliver financial &amp; non-financial outcomes of the approved Welland Homes business plan</b>	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 	Mitigations as follows; <ul style="list-style-type: none"> <li>• Revised governance including strengthened terms of reference.</li> <li>• Improved communication on Council policies to the WH Board.</li> <li>• Increased operational capability and capacity within Council to support future programmes and WH Board of Directors.</li> <li>• Permanent Housing Development programme manager</li> <li>• Positive Audit</li> <li>• Established methodology for assessing schemes</li> </ul>	6 	3	2	—	This risk and likelihood remains the same as the council continues with the business plan and there is no immediate issue which would cause a change to this risk.
<b>Failure to deliver the council's Corporate Priorities</b>	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 under pinned by individual service plans and these are monitored at Performance, Risk & Audit Board monthly	4 	2	2	—	The CIP team are currently working with all services to ensure that the councils corporate priorities are achieved and measured against the corporate plan, any areas within the corporate priorities that are not achieved will be raised accordingly.



Title	Description	Original Assessment	Controls/Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note
<b>Failure to deliver Local Plan and its Delivery Plan</b>	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.	<b>8</b>  Impact Likelihood	Dedicated senior officer and EMT support to deliver the local plan	<b>1</b>  Impact Likelihood	1	1		The Local Plan Inspectors report was received on 29th January and subject to modifications was found sound. The Local Plan was subsequently adopted at a meeting of the South East Lincolnshire Local Plan Joint Committee on 8th March. As the Local Plan has been recently adopted the risk rating has been downgraded.