

Name	Description	Category	Current Impact	Current Likelihood	Current Risk Score	Target Impact	Target Likelihood	Target Risk Score	Assurance Status	Direction of Travel	Control Type	Existing / New and Developing	Related Risk Copy	Risk Owner
Safeguarding Children	Failure to safeguard children could impact childrens wellbeing and cause reputational damage & legal repercussions.	Risk	4 - Critical	2 - Possible	8 - Medium	4 - Critical	2 - Possible	8 - Medium	Substantial	Improving			Safeguarding Children	Heather Sandy
Quality Assurance and Audit Process	Robust Quality Assurance and Audit process – deep diving into quality of practice.	Control									Measured	Existing	Safeguarding Children	Heather Sandy
Live & ongoing assurance provided to OFSTED	Live & ongoing assurance provided to OFSTED	Control									Measured	Existing	Safeguarding Children	Heather Sandy
The CHaT Dataset	The Childrens services analysis tool, data set, reviewed monthly by senior managers to ensure performance is in order.	Control									Measured	Existing	Safeguarding Children	Heather Sandy
Self Evaluation	Continuous self evaluation (qtrly), quantitative and qualitative evaluation of performance against monitoring KPI's.	Control									Measured	Existing	Safeguarding Children	Heather Sandy
LSCP	Lincolnshire Safeguarding Childrens Partnership - collaborative working and independent scrutiny to monitor and review safeguarding system across Lincolnshire	Control									Unmeasured	Existing	Safeguarding Children	Heather Sandy
Continuous improvement programme	Continuous improvement programme linked to Ofsted inspections, currently focussed on care leavers & foundations of practice.	Control									Measured	Existing	Safeguarding Children	Heather Sandy
Early intervention offer	Strong early intervention offer, preventing escalation to statutory services.	Control									Unmeasured	Existing	Safeguarding Children	Heather Sandy
Review of data & reporting	Pathfinder work to review data sets & reporting to improve data intelligence.	Control									Measured	New and Developing	Safeguarding Children	Heather Sandy

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Safeguarding Adults	Failure to meet our statutory responsibilities in order to safeguard adults, impacts service user wellbeing and our reputation.	Risk	3 - Major	2 - Possible	6 - Medium	3 - Major	2 - Possible	6 - Medium	Substantial	Static			Safeguarding Adults	Martin Samuels
Monitoring of performance against council business plan measures and any actions arising		Control									Measured	Existing	Safeguarding Adults	
Corporate audits, QA audits & board audit plans in place		Control									Measured	Existing	Safeguarding Adults	
LSAB action plan	LSAB action plan in place and progressing	Control									Measured	Existing	Safeguarding Adults	
Keeping People Safe Strategy	LSAB Prevention Strategy and early intervention in place and in progress, work ongoing to determine baselines.	Control									Unmeasured	Existing	Safeguarding Adults	
LSAB, SASS Risk Registers.	LSAB, SASS and AFLTC Risk Registers in place & reviewed.	Control									Measured	Existing	Safeguarding Adults	
Multiagency Safeguarding Policy	Multiagency Safeguarding Policy & Local procedures in place	Control									Unmeasured	Existing	Safeguarding Adults	
Number of safeguarding cases supported by an advocate KPI's in place	Target - 100% - Met	Control									Measured	Existing	Safeguarding Adults	
Rolling program of training for staff development in place	Mandatory framework, monitored	Control									Measured	Existing	Safeguarding Adults	
LSAB making safeguarding personal - action plan	Monitored and on track	Control									Measured	Existing	Safeguarding Adults	
CQC Inspection regime pilot, providing assurance on processes and areas for growth	Action plan created and in progress.	Control									Measured	New and Developing	Safeguarding Adults	

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Resilience (Business Continuity)	Insufficient capacity and resilience to respond to, and recover from, wider area and prolonged emergencies and business disruption (e.g. coastal flooding / pandemic flu) impacting on public safety, continuity of critical functions and normal service delivery.	Risk	3 - Major	2 - Possible	6 - Medium	3 - Major	1 - Unlikely	3 - Medium	Adequate	Improving			Resilience (Business Continuity)	Martin Samuels
Training courses for commanders and LRFs	Ongoing development and delivery of training courses for commanders and LRFs Monitored through database with automated reminders.	Control									Measured	Existing	Resilience (Business Continuity)	
Project Implementation	Effective implementation of Drones, Mapping, Rest Centres, Engagement projects.	Control									Measured	Existing	Resilience (Business Continuity)	
Stronger LRF programme and UK resilience review	UK resilience review and Stronger LRF programme under review and complied with	Control									Measured	Existing	Resilience (Business Continuity)	
Facilities reviews	County Emergency Centre facilities continually under review	Control									Measured	Existing	Resilience (Business Continuity)	
Elected Member training & experience	Deliver Emergency Planning and Business Continuity training to Elected Member and inclusion in exercises	Control									Measured	Existing	Resilience (Business Continuity)	
Tactical & Strategic officer comms	Email comms sent to tactical and strategic duty officers every week as a reminder of cover on the rotas and situational report.	Control									Measured	Existing	Resilience (Business Continuity)	
Exercise IMP	Exercise IMP (May 2024)	Control									Unmeasured	Existing	Resilience (Business Continuity)	
Internal resilience	Looking internally at more resilience during emergencies.	Control									Unmeasured	New and Developing	Resilience (Business Continuity)	
LRF tracker monitoring	Monitoring of LRF tracker document by programme management board	Control									Measured	Existing	Resilience (Business Continuity)	
Corporate Business Continuity Plan	Corporate Business Continuity plan Issued Jan 2023	Control									Measured	Existing	Resilience (Business Continuity)	
Babet & Henk debrief	Babet & Henk debrief report completed & due at CLT	Control									Measured	New and Developing	Resilience (Business Continuity)	
Benchmarking exercise	Benchmarking exercise with 18 national resilience standards, completed with recommendations and action plan in place.	Control									Measured	New and Developing	Resilience (Business Continuity)	
Audit progress report	Progress report - internal audit of Business Continuity in progress	Control									Measured	New and Developing	Resilience (Business Continuity)	
BC Corporate Lead	Appointed to BC corporate lead within LCC	Control									Unmeasured	New and Developing	Resilience (Business Continuity)	

Name	Description	Category	Current Impact	Current Likelihood	Current Risk Score	Target Impact	Target Likelihood	Target Risk Score	Assurance Status	Direction of Travel	Control Type	Existing / New and Developing	Related Risk Copy	Risk Owner
Transformation Programme Projects	Failure to deliver our Transformation programme, due to an inability to identify the problem / opportunities, lack of engagement / buy in, lack of resources or capacity, leading to loss of funds / time, increased pressure on staff and reputation damage to LCC.	Risk	3 - Major	1 - Unlikely	3 - Medium	3 - Major	1 - Unlikely	3 - Medium	Substantial	Improving			Transformation Programme Projects	Andrew Crookham
The scope and focus of the transformation programme scope is regularly reviewed to ensure wider contextual and environmental factors are considered.	Reviewed regularly	Control									Unmeasured	Existing	Transformation Programme Projects	
Aligning transformation programme to Corporate Plan and Political Manifesto		Control									Measured	Existing	Transformation Programme Projects	
Dedicated SharePoint site with updated standardised Project Management Toolkit & Business Analysis Toolkit, regularly reviewed & updated to keep them up to date.		Control									Measured	Existing	Transformation Programme Projects	
Project management community of practice.	Share best practice amongst project managers, within the Council.	Control									Unmeasured	New and Developing	Transformation Programme Projects	
Further developing the Transformation Team to continue to lead key areas of activity, including learning and development.	Also includes lessons learned during or after projects, shared with team to improve knowledge across the team.	Control									Measured	Existing	Transformation Programme Projects	
Transformation steering group monitors & measures impact on enabling services, prior to recommendation to CLT.		Control									Measured	Existing	Transformation Programme Projects	
Gateway review process being tested, including Internal QA process in place, spot checking projects & reviewing post completion.		Control									Measured	New and Developing	Transformation Programme Projects	
Governance in place for strategic, tactical and operational project levels.		Control									Measured	Existing	Transformation Programme Projects	
Implemented new structure to oversee and deliver the programme, Corporate PMO renamed Transformation Service with three team managers each with a strategic focus.	Leading on, business (budget, benefits, project & programme), business analysis, change management.	Control									Unmeasured	Existing	Transformation Programme Projects	
Routine political reporting.		Control									Measured	Existing	Transformation Programme Projects	
Our vision, mission, objectives and outcomes are clear and all projects within the programme are working towards these.		Control									Measured	Existing	Transformation Programme Projects	
Change influencer network - set up to help embed change across the organisation.		Control									Unmeasured	Existing	Transformation Programme Projects	

Name	Description	Category	Current Impact	Current Likelihood	Current Risk Score - Calculated	Target Impact	Target Likelihood	Target Risk Score - Calculated	Assurance Status	Direction of Travel	Control Type	Existing / New and Developing	Related Risk Copy	Risk Owner
Budget - LCC	Increased costs and demand, outstripping the funding available threatening financial sustainability.	Risk	3 - Major	2 - Possible	6 - Medium	3 - Major	2 - Possible	3 - Medium	Adequate	Static			Budget - LCC	Andrew Crookham
External assessment of our Financial resilience, with reviews OFLOG (reviewing LA productivity & spend).	Returned with good assurance regarding resilience	Control									Unmeasured	Existing	Budget - LCC	
Underspend position for 23/24, forecasted to balance for 24/25		Control									Unmeasured	Existing	Budget - LCC	
Established Medium Term Financial Strategy (MTFP), setting out the council's financial context and steps to longer term financial sustainability.		Control									Measured	Existing	Budget - LCC	
Transformation Programme which supports delivery of the MTFP	Business performance improvement to deliver efficiencies.	Control									Measured	Existing	Budget - LCC	
Established consistent revenue budget monitoring process including monthly exception reporting to CLT	Process improved, identified underspends, shifted into capital programme to prevent borrowing.	Control									Measured	Existing	Budget - LCC	
Financial planning process incorporates potential risk of external environment, such as macro changes and funding review	Measured by scenario planning, eg tax base intelligence.	Control									Measured	Existing	Budget - LCC	
Areas of financial risk being analysed,	Identifying biggest financial risk areas within the Council & options discussed / identified to mitigate costs (where possible).	Control									Unmeasured	New and Developing	Budget - LCC	
Directorate MTFPs	Budget setting & budget monitoring by directorate, to support MTFP per directorate to incorporate key financial risks	Control									Measured	New and Developing	Budget - LCC	
Capital Programme	Improvements to the management of the capital programme including a 10 year affordable programme, introduction of monthly capital review meetings - ensuring consistency in capital management across the directorates	Control									Unmeasured	New and Developing	Budget - LCC	
Review of CIPFA financial management code and our compliance.	Completed, judged to be compliant, program of improvements in progress.	Control									Unmeasured	New and Developing	Budget - LCC	
Business Partner Role	Developing the offer of financial services, to ensure advice and guidance given is detailed and consistent. (includes learning development framework for employees to support this role).	Control									Measured	New and Developing	Budget - LCC	
Heat Mapping	Heat Mapping - scoring areas of activities to identify performance and improvements.	Control									Measured	New and Developing	Budget - LCC	
County council network, working with CCN to engage with central government.	Regular engagement with central government via S151 officer & leader.	Control									Unmeasured	Existing	Budget - LCC	

Name	Description	Category	Current Impact	Current Likelihood	Current Risk Score	Target Impact	Target Likelihood	Target Risk Score	Assurance Status	Direction of Travel	Control Type	Existing / New and Developing	Related Risk Copy	Risk Owner
Inflation	High inflation undermines capital programme impacting aspirations and threatens the sustainability of revenue budgets.	Risk	3 - Major	3 - Likely	9 - Medium	2 - Moderate	3 - Likely	6 - Medium	Adequate	Improving			Inflation	Andrew Crookham
Lobbying for Government Support through CCN, LGA & SCT	Lobbying for Government Support through County Council Network, Local Government Association, Society of County Treasurers and Regular engagement with central government via S151 officer & leader.	Control									Measured	Existing	Inflation	
Regular financial monitoring/impact assessment on key projects/contracts	Key contracts included on DLT insights.	Control									Measured	Existing	Inflation	
Increased contingency amount for budget pressures such as pay award	Contingency reducing to reflect reducing impact of inflations.	Control									Measured	Existing	Inflation	
Capital programme reprioritised with Executive, to keep within funding envelope	Repeated for 24/25 budget	Control									Measured	Existing	Inflation	
Costs pressures included in next years budget.	Repeated for 24/25 budget	Control									Measured	Existing	Inflation	
Data Intelligence	Detailed analysis / intelligence on different types of inflation.	Control									Measured	Existing	Inflation	

This risk is to be removed at the next review

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Outstanding Debt	Securing efficient and effective end-to-end processes for the recovery of income due to the Council	Risk	2 - Moderate	2 - Possible	4 - Medium	2 - Moderate	2 - Possible	4 - Medium	Substantial	Improving			Outstanding Debt	Martin Samuels
Regular oversight and management of necessary improvements by ACCW Directorate Leadership Team		Control									Measured	Existing	Outstanding Debt	
A detailed full audit was complete in 2023 and action plan is in progress.	Audit result - substantial assurance	Control									Measured	Existing	Outstanding Debt	
Credit control procedures are in place, e.g. for issuing reminders.		Control									Measured	Existing	Outstanding Debt	
Detailed monthly reports on debtors are ran and actioned by the Finance team.		Control									Measured	Existing	Outstanding Debt	
Embedded Debt review groups in each team where relevant - chaired by area managers, with agreed ToR		Control									Measured	Existing	Outstanding Debt	
Escalation procedures are in place for pursuing overdue debt		Control									Measured	Existing	Outstanding Debt	
credit control procedures are in place, e.g. for issuing reminders.	Continuous improvement to system being picked up through the Hoople service user group	Control									Measured	Existing	Outstanding Debt	
The annual audit of key controls embedded and ongoing	Good assurance received	Control									Measured	Existing	Outstanding Debt	
Debt Dashboard with performance measures, reported into financial assessment improvement programme.		Control									Measured	Existing	Outstanding Debt	
End to end process mapping now being supported by external consultancy.	Due for completion 31st May 2024	Control									Measured	Existing	Outstanding Debt	
Delivering service development (Move to gross), setting up direct debits to assist in reducing debt levels.	Dashboard in place, reported into financial assessment improvement programme	Control									Measured	Existing	Outstanding Debt	
Credit Control function Tupee'ing over to financial services LCC 1st April 2024. Allowing total control over the function.		Control									Measured	Existing	Outstanding Debt	

Name	Description	Category	Current Impact	Current Likelihood	Current Risk Score	Target Impact	Target Likelihood	Target Risk Score	Assurance Status	Direction of Travel	Control Type	Existing / New and Developing	Related Risk Copy	Risk Owner
Recruitment & Staffing	Ability to recruit & retain employees across the organisation	Risk	3 - Major	3 - Likely	9 - Medium	2 - Moderate	2 - Possible	4 - Medium	Adequate	Improving			Recruitment & Staffing	Andrew Crookham
Developing an understanding of short / medium / long term workforce planning requirements.		Control									Measured	New and Developing	Recruitment & Staffing	
Development of the wider talent management offer. including , Attraction and Retention (A&R) offer, apprenticeship program and wider talent management offer. Measured by people strategy benefit realisation.	Some elements existing, however talent management offer still ND	Control									Measured	New and Developing	Recruitment & Staffing	
Listening and responding to employee feedback through employee surveys and Employee Briefing events informing corporate action, including annual employee survey.	Measured by action plans following feedback.	Control									Measured	Existing	Recruitment & Staffing	
Ongoing resourcing analytics monthly and year to date, and further development of Resourcing Management Information in addition to Human Resources Management Information (HRMI)	HRMI - Existing, TRMI - New & Developing.	Control									Measured	New and Developing	Recruitment & Staffing	
Expansion and promotion of current enhanced health and wellbeing offer and internal mental health services, as part of the health and wellbeing strategy. And promotion of financial wellbeing support.	Continually enhanced with new elements.	Control									Measured	Existing	Recruitment & Staffing	
Expansion and promotion to employee benefits e.g. salary sacrifice schemes and benefits portal	Continually enhanced with new elements.	Control									Measured	Existing	Recruitment & Staffing	
Corporate recruitment and retention measures established including new employer branding/social media campaigns, phase one complete.	Phase two underway.	Control									Measured	Existing	Recruitment & Staffing	
Embedding all employment policies to support cultural shift to more collaborative ways of working and early resolution of issues		Control									Unmeasured	Existing	Recruitment & Staffing	
Implementation of hybrid working and associated changes to performance management and working flexibly practices, promoted during recruitment.		Control									Unmeasured	Existing	Recruitment & Staffing	
Monitor and review Our People Strategy 2023-25 to support the delivery of our Corporate Plan, implemented through the people strategy delivery plan.	Reported through Project Board, Resources VMOST & Senior / Directorate Leadership Teams.	Control									Measured	Existing	Recruitment & Staffing	
Development of comprehensive digital information, detailing employment policies, benefits & wellbeing support via internal and external mechanisms.		Control									Unmeasured	Existing	Recruitment & Staffing	
Refresh of LCC corporate values & behaviours, driven by employee voice & expectations of each other, and embedded through cultural change programme	Making LCC more relatable to attract & retain new employees	Control									Unmeasured	New and Developing	Recruitment & Staffing	
Review of onboarding process to streamline the processes & identify opportunities for better join up between HR & HR administration / payroll.	Including - Transformation programme review of recruitment end to end process.	Control									Measured	New and Developing	Recruitment & Staffing	
Linking with services to identify / share and understand recruitment and retention challenges using TMI data and identifying appropriate interventions.		Control									Measured	New and Developing	Recruitment & Staffing	
Agency worker review - to identify opportunities for agency to permanent interventions where there is a cost effective business case.		Control									Measured	New and Developing	Recruitment & Staffing	

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Market Supply	Adequacy of social care and high needs education market supply deteriorates further, resulting in financial impacts and failure to meet our statutory duties.	Risk	3 - Major	2 - Possible	6 - Medium	3 - Major	2 - Possible	6 - Medium	Limited	Static			Market Supply	Martin Samuels / Heather Sandy
Prevent the need for specialist placements	<p>Children's Social Care: re-commissioning of Safe Families edge of care service. Families First Pathfinder increasing investment in family help. Strong Early Help services. Use of Valuing Care toolkit to better understand needs of children.</p> <p>Education: Re-commissioning of Best Start Early Years Service, Portage and Early Support Learning Provision to increase community offer for children with emerging SEND/SEND. Ask SAL offering advice for professionals. Re-commissioning Learning Disability and Autism Outreach to support children to remain educated in mainstream settings-. Re-commissioning Behaviour Outreach Support Service to include more SEND support and reduce school exclusions. Challenging school exclusions with school leaders. 14 extra SEND Caseworkers and 4 Pupil Reintegration Workers agreed to better support children earlier. Workforce development through SEND alliance, developing training & CPD for all schools in Lincolnshire. Improving skills of staff to meet the needs of children.</p> <p>Adults Home Based Reablement Service pilot to broaden eligibility - in final evaluation</p>	Control									Measured	Existing	Market Supply	
Increase local in-house provision that is better value	<p>Children's Social Care: Children in Care Transformation Programme. 2 New Children's Residential Care Homes built by 2024. New Secure Children's Home to open in 2026, with increased welfare beds. New crisis respite home being considered to support reduction of unregulated placements. Foster care recruitment strategy, including higher payments.</p> <p>Education: Increased special school places through Building Communities of Specialist Provision programme, replacing lost Alternative Provision Capacity at Myle Cross, commissioning Alternative Provision places from academies, funding for SEMH School agreed.</p>	Control									Measured	Existing	Market Supply	
Existing Market Management	<p>Children's Placements Team negotiating price reductions, block commissioning of places, BCP arrangements for loss of supplier, robust contract management based on RAG rating, helping Support Accommodation with new Ofsted Regulation.</p> <p>Adults Market Sustainability and Improvement Fund led by Finance leads submission. National government pay different rates for different areas. Fair cost of care for locality. This is done across all the market. New rates in place for 23/24. Loss of Provider Process (enacted where required). Completing Lincolnshire market assessment of mental health provision to assess whether rates are sufficient to sustain the market. Will be complete in couple of weeks. Intervention programme for targeted support of providers (as part of contract management). Sustainability action plan for whole market. Workforce Development Strategy Group (led by Justin Hackney). Commercial contracts in place across the sector. Robust Contract Management of all Commissioned Services. Move to gross (residential specific) now rolling out home by home.</p>	Control									Measured	Existing	Market Supply	
Market Development	<p>Children's Sufficiency Strategy and annual market position statement published for independent care and education market. Engagement with local education and care providers to help shape provision to meet local need with view to developing block contract arrangements for better value.</p> <p>Adults</p>	Control									Measured	Existing	Market Supply	
Joint Working with Health	<p>Children's Reviewing health pathways around EHCPs, childrens continuing care and ensuring costs are proportionally funded by LCC and ICB</p> <p>Adults Distribution of the discharge funding, two year investment in place to 23-25. Service Quality Review – multi agency response to high-risk provision</p>	Control									Measured	Existing	Market Supply	
Regional Working	<p>Children's Regional approach to fee increases, exploring opportunities to regional quality assurance of suppliers, exploring benefits of joint commissioning opportunities. Regional lead for SEND Mediation commissioning. Monitoring national SEND & AP plan, including funded work for regional groups to test and pilot new ways of working.</p> <p>Adults Part of East Midlands Market Assessment – comparing rates / supply across east of England. Leading on East Midlands international recruitment programme.</p>	Control									Measured	Existing	Market Supply	

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Serco Contract	Exit of Serco contract ending and transition into the new arrangements	Risk	3 - Major	1 - Unlikely	3 - Medium	3 - Major	1 - Unlikely	3 - Medium	Substantial	Improving			Serco Contract	Andrew Crookham
Implementation of the programme / project plan with key milestone dates.		Control									Measured	Existing	Serco Contract	
Governance arrangements and reporting lines in place.		Control									Measured	Existing	Serco Contract	
Exit Manager appointed by Serco.		Control									Unmeasured	Existing	Serco Contract	
Hoople build of BW system implemented, ahead of service transition.		Control									Measured	Existing	Serco Contract	
Programme Director in place to lead of Implementation.		Control									Unmeasured	Existing	Serco Contract	
Decision to insource HR admin and payroll.		Control									Unmeasured	Existing	Serco Contract	
LCC recruiting payroll expert with fire payroll experience.		Control									Unmeasured	New and Developing	Serco Contract	
Continuation of IMT services until March 2026.		Control									Unmeasured	Existing	Serco Contract	
CSC tender won by serco, CSC services continue to be delivered by them.		Control									Unmeasured	Existing	Serco Contract	

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Strategic Contracts	Ensuring contracts and markets (other than adult & childrens social care) are fit for purpose & are managed effectively	Risk	2 - Moderate	3 - Likely	6 - Medium	2 - Moderate	2 - Possible	4 - Medium	Limited	Static			Strategic Contracts	Andrew Crookham
Access to legal advice and support		Control									Measured	Existing	Strategic Contracts	
Recruitment Category Management Lead for IT		Control									Measured	New and Developing	Strategic Contracts	
Commercial Board		Control									Unmeasured	Existing	Strategic Contracts	
Commissioning advisory group and Commissioning Hub		Control									Unmeasured	Existing	Strategic Contracts	
Contract and procurement procedure rules (CPPR)		Control									Unmeasured	Existing	Strategic Contracts	
Options Appraisals		Control									Unmeasured	Existing	Strategic Contracts	
Project decision making and governance including accountable decision maker		Control									Unmeasured	Existing	Strategic Contracts	
Contract Management Toolkit which promotes good practice		Control									Unmeasured	Existing	Strategic Contracts	
Regular quarterly reporting to all DLTs with escalation reporting to CLT		Control									Measured	Existing	Strategic Contracts	
Use of industry standard contracts e.g. NEC		Control									Unmeasured	Existing	Strategic Contracts	
Contract register and identified contract manager	to provide key details on the contract	Control									Unmeasured	Existing	Strategic Contracts	
Access to Council standardised terms & conditions	Manages the councils position to risk, provides access to T&C's which are optimum risk balance for the Council.	Control									Unmeasured	New and Developing	Strategic Contracts	
RAACI Model - identifying tasks to complete to provide procurement & contract management best practice.		Control									Unmeasured	Existing	Strategic Contracts	
Contract management network	Experienced contract managers providing workshops / topic discussions to other contract managers. Sharing best practice across the Council	Control									Unmeasured	New and Developing	Strategic Contracts	
Consistent approach to business continuity, risk management & fraud mitigation within contracts.	Applying council approach within the contracts and with contractors, focusing on key contracts.	Control									Unmeasured	New and Developing	Strategic Contracts	

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IT Infrastructure	Failure to provide an upto date and stable IT infrastructure, relative to the Authorities needs, may fundamentally impede the Councils ability to achieve its objectives.	Risk	4 - Critical	3 - Likely	12 - High	4 - Critical	2 - Possible	8 - Medium	Limited	Improving			IT Infrastructure	Andrew Crookham
Portfolio of remedial projects	Portfolio of projects progressing well to mitigate.	Control									Measured	Existing	IT Infrastructure	
Life Cycle Management	Quarterly life cycle reviews held with Serco, with clear expectations & goals, tracking and informing works.	Control									Measured	Existing	IT Infrastructure	
Device Management Strategy	EUC device moves to modern management is nearing completion reducing reliance on LCC infrastructure.	Control									Measured	Existing	IT Infrastructure	
Ongoing removal of legacy hardware/software	Projects to remove legacy hardware and software are progressing well.	Control									Measured	New and Developing	IT Infrastructure	
System Heat Map - Review of key systems	The Systems Heatmap is being completed to aid tracking of the environment.	Control									Measured	New and Developing	IT Infrastructure	
Recruitment	Successful recruitment to multiple posts - including Heads of Service & cyber project / cyber security analyst and head of cyber security.	Control									Measured	New and Developing	IT Infrastructure	
Restructure	IT area restructure - with multiple new recruitments to head of service posts. Providing significant additional capacity.	Control									Measured	New and Developing	IT Infrastructure	
GAP analysis.	Gap analysis to move to a more robust standard	Control									Measured	New and Developing	IT Infrastructure	

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Extreme Weather Events	Failure to action appropriate adaptation and mitigation strategies to ensure capacity and resilience from the increased occurrence and magnitude of extreme weather events to our service delivery, asset management and community expectations leading to resource pressures and reputational damage	Risk	3 - Major	4 - Almost Certain	12	3 - Major	4 - Almost Certain	12	Limited	Improving				Andy Gutherson
Flood alleviation schemes	Investment in flood alleviation schemes to protect properties, for example Long Bennington.	Control									Measured	Existing		
Drainage improvement	Working with risk management authorities (inc highways) and Anglian water to improve drainage across the County.	Control									Unmeasured	New and Developing		
Adaptation strategy	Adaptation strategy with the Environment agency & partners, Monitoring / modelling of future climate & flood levels.	Control									Unmeasured	Existing		
GMP, CMP	Green Masterplan, Carbon management plan, Investment in carbon reduction & storage strategies.	Control									Measured	Existing		
Climate change risk assessments	Climate change risk assessments for LCC services to better predict impact on the Council.	Control									Unmeasured	New and Developing		
Air quality management	Air quality management planning.	Control									Unmeasured	New and Developing		
S19 investigations	Improved understanding of flood risks within the County, as a result of S19 investigations.	Control									Unmeasured	New and Developing		
Development fund	Development fund allocated, creating additional capacity.	Control									Unmeasured	New and Developing		
Gully cleaning & maintenance	Improved annual programme of gully cleaning & maintenance.	Control									Measured	New and Developing		
Community resilience	Ongoing & improved community resilience in the event of an extreme weather event (support by EP team).	Control									Unmeasured	New and Developing		
Flood response & recovery plans	LCC preparedness - upto date flood risk response & recovery plans	Control									Unmeasured	Existing		

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Command and Control	Failure to procure, implement and successfully transition to a new LFR command and control solution may lead to a loss of the control function, inability to receive 999 calls, respond and mobilise assets resulting in failure of statutory duties.	Risk	4 - Critical	2 - Possible	8	3 - Major	1 - Unlikely	3	Limited	Improving			Mark Baxter	
Daily / weekly / monthly project management meetings	Daily stand ups with multiple stakeholders, including procurement & IT, weekly programme board.	Control									Unmeasured	Existing		
Governance arrangements	Internal governance within LFR - to Programme board, reported by exception to SLT (Senior Leadership Team) and SMB (Service Management Board).	Control									Unmeasured	Existing		
Understanding of issues/complexities	Discussions with SSS - to understand the issues / complexities moving forward, in line with contractual arrangements, via Issues logs.	Control									Unmeasured	Existing		
Implementation plan	Implementation plan created and is realistic and proportionate in a phased approach, with barebones approach to get the system up and running before adding in the additional required elements. First version presented.	Control									Measured	Existing		
Lessons Learnt embedded	Ongoing Engaging with other parties in the sector and reviewing historic implementation plans to identify lessons learnt from other organisations, and embed these without our plan	Control									Unmeasured	New/Developing		
Additional resources	Resource model includes additional operational resource and project implementation and cut over manager with financing to complete plan on time.	Control									Measured	Existing		
Dedicated ICO Manager	Dedicated implementation and cut over manager to begin late January (to manage the day to day operations of the project)	Control									Unmeasured	New/Developing		
Continuous review of plans	Continuous review and development of the project plan / cost plans and resourcing plans.	Control									Unmeasured	Existing		
Critical Paths	Critical paths identified and planned for.	Control									Measured	Existing		
Time contingency built in	Contingency built within overall plan (including limited time).	Control									Measured	Existing		
Progress monitoring sprints	Sprint / agile implementation approach to monitor progress of the implementation plan	Control									Measured	New/Developing		
Partnering up for resilience	Partner with other agencies to provide resilience with the system (as back up)	Control									Unmeasured	New/Developing		
Identifying back up	Reviewing whether can hold current system for 2025.	Control									Unmeasured	New/Developing		
LCC Tech project manager	Oversight from LCC technology project manager, providing design oversight.	Control									Unmeasured	Existing		
Parallel running period for transition	Parallel running period of 3 months to smooth transition, plus 1 month full cut over.	Control									Unmeasured	New/Developing		
Base Package install	Starting with base package installation with additional aspects built in later, to speed up install time.	Control									Unmeasured	New/Developing		
Test Site Functionality Assessment	The plan includes the set up of a reference site which will enable us to prove functionality prior to final testing in Production.	Control									Measured	New/Developing		
Contractual delivery time	Contract signed with clear clauses on delivery time frame and key check points, with back up written into the contract.	Control									Measured	Existing		