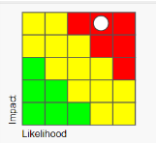
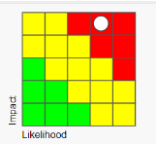
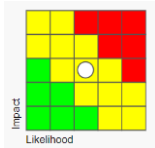
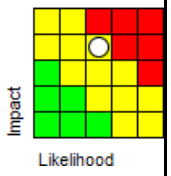
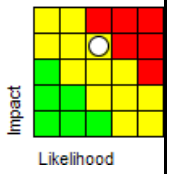
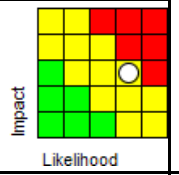
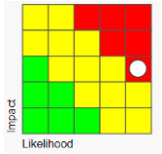
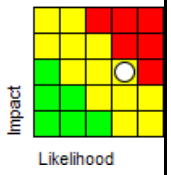
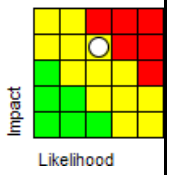
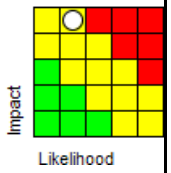
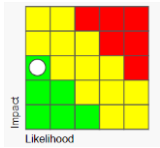
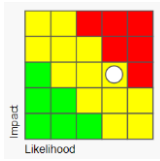
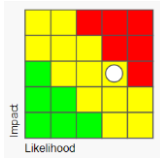
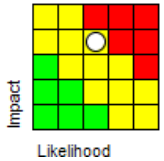
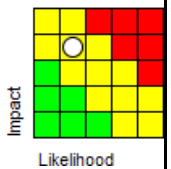
SHDC Strategic Risk Report

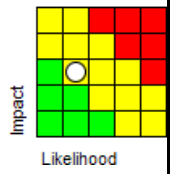
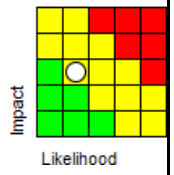
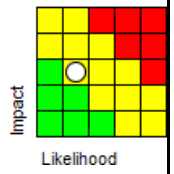
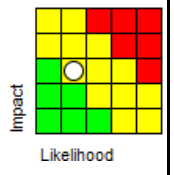
Risk Name	Description	Controls/Mitigation	Current Risk Score	Trend Icon	Assigned To
Housing Team Resources and Support	The council's ability to meet the demands for support with homelessness and housing advice, supporting residents in preventing homelessness before it occurs, and when it does occur supporting residents in securing	The Homeless Reduction Team has now a full complement of staff and are currently working through the current case load. Case numbers are higher than average with impacts from evictions post the Covid-19 moratorium, affordability of rents, reduction in numbers of properties within the private sector and more recently, connections to the cost-of-living crisis starting to take effect. The General Advice team continue to triage all incoming referrals and progress all cases that are not homeless or threatened with homelessness, with a focus on early intervention to prevent future homeless presentations. Other mitigations such as seeking new ways to engage and build strong relationships with landlords/letting agencies are currently being prepared. In addition, the Change4Lincs project, a jointly funded team, continue to provide South Holland along with other districts, support for people who are rough sleeping or at risk of rough sleeping. This includes for people the Council does not owe a statutory accommodation duty to.	**20** 		Emily Spicer
Cyber Incident	The risk of the council's ICT infrastructure being severally impact as the result of a cyber incident, both in terms of downtime of systems and loss of data/information. The threat landscape across the UK is continuously increasing and appears on the national risk assessment. The Council need to constantly adapt in its security mitigation and training to ensure they are both prepared from a technical and from a people aspect	There are a range of measures in place including firewalls, Mimecast and antivirus in order to protect the council's ICT systems. The ICT team play an active part in the East Midlands WARP which allow us to have early sight of issues being experienced across neighbouring Authorities and Agencies. ICT is also a member of the CISP formed by the National Cyber Security Centre, this allows us early awareness from the central agency responsible for cyber threats across the UK as well as allowing them to monitor our environment to a degree. These mitigations afford ICT awareness of emerging threats.	**20** 		Jackie Wright

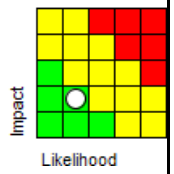
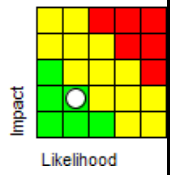
Risk Name	Description	Controls/Mitigation	Current Risk Score	Trend Icon	Assigned To
Changes to the council's strategic partnership arrangements	Enabling and embedding changes to the organisation, linked to the new strategic partnership.	Proactive management of risks and issues are undertaken at the programme management board.	**9** 		Rob Barlow
Parkwood Leisure Provision	The council's ability to provide leisure services through its contract with Parkwood Leisure, including any financial risk exposure and service delivery issues as a result of the Covid-19 pandemic. Additional challenges from the increase in Energy costs and the impact this is having on centre budgets and users' ability to continue to afford participation in leisure activities.	Monthly Contract Meetings with senior Parkwood managers ensuring regular engagement with leisure operator to understand their situation and potential impacts on services/goods provided for the Councils. Utilising the advice of the council's Contracts and Procurement team, alongside external advisors, ensuring that we are protecting the contract. Additional support from leisure officers across the partnership with knowledge of the industry and its current challenges. Consider the potential for leisure providers under contract to the Councils, to purchase gas and electricity through the Councils' own supplier to secure greater value for money.	**12** 		Emily Holmes Phil Perry
Local Economy	The risk of the economy of South Holland as a whole experiencing a downturn, resulting in both employment and business closures, and having a consequential impact on a range of resident wellbeing.	The council regularly monitors the impact of the local economy through regular engagement with businesses and partners. Engagement with business and the council remains high. A large proportion of the economy of South Holland is structured around the agriculture, food production and distribution, and horticultural sector which continues to be largely resilient to the effects of the pandemic on the wider economy from a demand-side perspective, but continues to grapple with supply-side constraints relating to access to labour, logistics capacity, carbon reduction and supply-chain challenges that impede growth. The council's longer term economic strategy of supporting innovation and productivity in the core agri-food sector to overcome some of these challenges is intended to further support this resilience, therefore supporting the wider supply chain and business cluster within the district. In terms of employment and redundancies, the council continues to work closely with the DWP and local businesses to minimise the potential impacts of large-scale redundancies if they arise. To support with Covid-19 recovery, the council has mobilised a 'growth and recovery' scheme to support local businesses that have a desire to grow, including businesses within the high street economy . The council is also closely monitoring the impact of the end of the UK/EU transition arrangement on local businesses.	**12** 		Matthew Hogan

Risk Name	Description	Controls/Mitigation	Current Risk Score	Trend Icon	Assigned To
Decision Making	The risk of a reduction in council democratic decision making due to the Covid-19 pandemic or other significant event.	Mobilisation of the use of technology for remote meetings. Provision made for emergency powers. Regular review of constitutional provisions. Back up delegations in place for absence of key members and officers.	**12** 		John Medler Rhonda Booth
Council Financial Positions	The Council's medium term financial strategy has identified budget gaps in future years and this has been exacerbated by the Covid pandemic and its impact on income. Future funding is very uncertain and the future impact of covid on future income levels also unclear. Inflationary pressures in terms of fuel, power and pay are also being seen. It is a period of unprecedented uncertainty.	We have developed a partnership delivery plan to look at future service and commercialisation opportunities. Reserves are at levels sufficient to accommodate short term issues whilst longer term plans are brought into place depending upon the size of the financial challenge.	**15** 		Samantha Knowles
Waste Collections	The loss of staff due to sickness and/or the need to self-isolate could put our ability to deliver our mandatory collection services at risk. There is also a risk that our discretionary, paid for garden waste collections may also be impacted. Without proper communication to residents there could be a reputational as well as operational risk.	We continue to monitor the risk assessments in place, which support the controls identified and implemented which mitigate this risk. We are working closely with partners across Lincolnshire and the waste sector, to learn lessons from others and continue to watch for guidance from experts such as WISH. With the removal of all guidance relating to Covid measures and isolation, we are monitoring to see what impact that may have on attendance levels, should an increase in sickness occur as a result.	**12** 		Charlotte Paine
Vulnerability risk	That the council fails to ensure that vulnerable residents are supported, especially in response to the Covid-19 pandemic	During the pandemic there have been three 'groups' of vulnerable residents. 'Clinically Extremely Vulnerable' (shielded) 'Clinically vulnerable' and 'other vulnerable'. There are clear methods in place to identify and support residents with targeted support pathways. For Clinically Extremely Vulnerable residents, this is being monitored through the Lincolnshire Resilience Forum framework and outcomes reported to central government. Funding and schemes are being responded to, to maximise the support to local residents.	**12** 		Emily Holmes

Risk Name	Description	Controls/Mitigation	Current Risk Score	Trend Icon	Assigned To
Technology infrastructure failure	The loss of ICT impacting upon the organisation to operate effectively and deliver services to residents. The Council relies heavily on the ICT infrastructure for normal business operation. Whilst resilience is built into the environment, the loss of a service is always possible. Depending on the service lost, the impact could be severe	The Council has a series of resilience arrangements in place through its service provider, PSPS. Work is continuous to ensure these are fit for purpose across a range of areas.	**10** 	–	Jackie Wright
Changes in legislation and policy in response to Covid19	The risk of the council's ability to adapt to changes in legislation and policy, both in terms of pace and scale of change. The subsequent impact of the council in responding to both new statutory requirements and ensuring compliance through appropriate understanding and resourcing.	Public protection monitor any emerging disease trends, legislative changes and guidance provided by PH/Government. Any significant changes highlighted to the Leadership Team and Members as needed. No current covid controls in place.	**3** 	–	Donna Hall
Performance of PSPS contract	The risk being that the services provided to the council via its contract with PSPS fails to meet the needs and expectations of the council	Daily and weekly PIs are provided to Management Team. A new contract has been completed. Contractual meetings are attended monthly with separate meetings as necessary. Performance is monitored closely. There remains a need for outstanding Service Level Agreements to be updated/agreed of which the client officer continues to work with PSPS closely to ensure the council and its partner work effectively together.	**12** 	–	James Gilbert Emily Spicer
Reductions in council performance	A decline in the performance of service delivery as a consequence of the pandemic and other factors	In recent months the council's internal performance monitoring framework has been reviewed. Monthly performance and intelligence indicators are shared with members and officers. The councils SLT will review performance monthly facilitated by the performance team. Performance is reported to PMP on a quarterly basis for scrutiny. Clear objectives and outcomes are set, reviewed and performance monitored by managers. Teams holding monthly meetings to support staff pastorally and operationally.	**12** 	–	James Gilbert Corey Gooch

Risk Name	Description	Controls/Mitigation	Current Risk Score	Trend Icon	Assigned To
Retention of staff	The recruitment of new and retention of existing staff	Across the partnership we currently have 10 roles we are actively recruiting to. None of those active are in the areas we find more challenging to recruit – being Environmental health; Planning (Dev Mgt); Project/Programme Management. However, These roles are challenging for all employers including other Local government employers. Our resourcing team are more networked locally and confirm that Other Lincolnshire Councils have reported similar issues with increased levels of turnover and struggling to recruit to core roles. The Great Resignation is not looking to slow, recent CIPD survey found that 20% of workers surveyed would likely quit their current role in next 12 months, up from 16% in 2021. Pay and incentives are part of the picture, but Harvard Business/Gallup and other notable research companies are looking at what employee's value: • Flexibility • Outcomes over outputs – being able to see impact they have to organisation • Diverse and Inclusive employers • Learning & Development offering – ability to grow skills and develop • Stability/Security Risk likelihood increased given the recruitment market likelihood will increase, any future recession if it hits may slow this down, appropriate to shift right for now. In terms of impact – it's not consistent - Impact is likely to be higher for certain roles as gaps are longer to fill leaving colleagues picking up backlogs – but we do not feel this is consistent enough across the whole organisation to shift this .	**12** 		James Gilbert
External Reputation	The council's external reputation is impacted negatively as a result of poor decision making, failures in service delivery, and/or a deterioration in external relationships	The council's reputation is managed is a variety of ways throughout the organisation, including at director-level through to service manager level. An internal governance structure is in place to consider forthcoming decisions and political matters. The council's communication team play a key role in that internal governance structure to ensure that matters of external reputation are appropriately considered.	**8** 		Rob Barlow

Risk Name	Description	Controls/Mitigation	Current Risk Score	Trend Icon	Assigned To
Capacity to deal with more than one significant incident	The ability and the capacity of the organisation to respond to and manage concurrent emergencies alongside responding to the current Covid-19 pandemic and delivering critical business as usual services	SHDC has plans in place to deal with additional emergencies. The resources to deliver on those plans is kept under close review through service managers and the council's Management Team. Through the Lincolnshire Resilience Forum, the council remains involved in planning for concurrent exercises, including recent simulation exercises to test systems and processes. The Business Continuity plans of individual services reflect planning for dealing with more than one incident.	**6** 		Christian Allen Clint Bell
COVID-19 Outbreak response	The risk that the council does not respond effectively to local outbreaks, and that the council has insufficient competent and trained officers to deal with covid outbreak management, both in the community and also internally	The Public Protection service continue to work with LCC and the other Districts to co-ordinate outbreak response in line with the County Outbreak Management Plan. The LCC OIRR (Outbreak Investigation and Rapid Response) Team monitor case data from contact tracing and share any trends or outbreak concerns. The Senior Manager also attends the LRF Outbreak Management Cell and the County Covid Health Protection Board. Funding from Government via LCC enables additional resource in the team to manage the additional workload, and this is expected to continue to April 2022.	**6** 		Donna Hall
Safeguarding	That the council fails to meet its safeguarding responsibilities	There are formal audit frameworks for Safeguarding Children and Safeguarding adults which are monitored for assurance through the Lincolnshire Safeguarding Children's Partnership and Safeguarding Adults Partnership which are statutory requirements. There are also emerging assessment frameworks for Domestic Abuse, PREVENT and modern day slavery through the Safer Lincolnshire Partnership. These audits and assessments provide key areas for meeting duties and obligations and predominantly focus on leadership, policies, training and appropriate case management from frontline officers. Internally, the actions from previous assessments are being reviewed and action plan being developed for any gaps. Frontline casework is monitored through direct supervision.	**6** 		Emily Holmes
Regulatory Compliance	The risk of failing to comply with the Council's general regulatory obligations due to the volume and pace of Covid-specific legislative change; new/amended guidance; and the diversion of resources into the Council's emergency response.	Management of these risks is spread across the authority – with many service areas having their own professional resources, systems, processes, and professional body membership with associated information resources. Daily updates on key policy and legislative matters is wider than just a Covid update. The Council's Legal Team receive regular legal updates which are shared as appropriate. Officers in the Legal Team and across service areas have access to various short webinars, podcasts, and other online training (such as recent data	**6** 		John Medler Rhonda Booth

Risk Name	Description	Controls/Mitigation	Current Risk Score	Trend Icon	Assigned To
		protection training rolled out to all staff).			
Internal communications breakdown	Poor quality internal communication amongst and between the staff, management team and member cohort, impacting upon the function of the organisation	The comms team currently lead on regular staff and member engagement and communications. This includes regular emails to staff, videos from the leader and senior managers, and regular all-member emails. In order to develop this further, the comms team will present a new detailed 'comms calendar', which will help inform staff, members and council partners on key messaging, campaigns and information. All service managers to update comms on a regular/weekly basis.	**4** 		Shaun Gibbons
External communications breakdown	Poor quality external communication with stakeholders, residents and the wider public impacts upon the council's reputation and its ability to effectively deliver services	External comms are quality checked by Comms to ensure that the messaging is effective and relevant to our residents. The team also gather statistics across a range of areas to understand how much interaction is being achieved through social media channels for example and adapt messages and channel shift to ensure messages are being heard and well received. To further mitigate this risk, training is being undertaken for both officers and members. By increasing the number and topics covered, the comms team will be able to in time create greater capacity and resilience and messaging will be even more effective.	**4** 		Shaun Gibbons