

Ref	Risk Name	Risk Owner	Description	Controls/Mitigation	Likelihood	Impact	Overall Risk
1	Housing Team Resources and Support	Jason King Emily Spicer	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 currently have 5 vacancies that are in the process of being recruited to. Support for the team has been brought in via temporary members of staff from employment agencies, ranging from Homelessness Reduction Officers to an Admin Officer and defined job roles are being piloted using temporary staff to inform future rounds of recruitment. The General Advice team 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. The Change4Lincs project team are jointly funded with other districts to work specifically with cases who are rough sleeping or at risk of rough sleeping but who the Council does not owe a statutory accommodation duty to. The Allocations function now sits away from the Homeless Reduction Team which has increased capacity as the Team are no longer responsible for making enquiries and decisions on clients' eligibility for the Housing Register.	5	4	Critical (20)
2	Cyber Incident	Jackie Wright	The risk of the council's ICT infrastructure being severely 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	Defence in depth in the form of firewalls, Mimecast and antivirus is deployed both at the perimeter and the internal Local Area Network. The ICT team play an active part in the East Midlands WARP (Warning, Advice and Reporting Point) 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.	4	5	Critical (20)

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3	Economic Downturn	Matthew Hogan	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.	<p>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.</p> <p>To support with Covid-19 recovery, the council recently mobilised a 'growth and recovery' scheme to support local businesses that have a desire to grow, including businesses within the high street economy . The future of this scheme is being reviewed with an eye to the use of UKSPF funds over the partnership area to support the wider sub-regional economy. The council is also closely monitoring the impact of the end of the UK/EU transition arrangement on local businesses.</p>	3	4	High (12)
4	Changes to the council's strategic partnership arrangements	Rob Barlow	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	2	4	Medium (8)

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5	Towns Fund	Adrian Sibley	Failure to deliver the Towns Funds project specific schemes	Regular monitoring and a detailed approach to project and performance management of the towns fund projects	3	4	High (12)
6	Council Financial Positions	Samantha Knowles	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.	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.	5	3	High (15)
7	Performance of PSPS contract	James Gilbert	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.	4	3	High (12)

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8	External Communication	James Gilbert	Poor quality external communication with stakeholders, residents and the wider public impacts upon the council's reputation and its ability to effectively deliver services	<p>External communications are quality checked by the Communications Team to ensure that the messaging is effective and relevant to its audience. 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.</p> <p>To further mitigate this risk, media communications training has been undertaken by most senior officers in the past 6 months. In 2023, post-election, further member media communications training will be provided.</p>	2	4	Medium (8)
9	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.	2	5	High (10)

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10	Retention of staff	James Gilbert	The recruitment of new and retention of existing staff within the organisation affecting the ability for the organisation to deliver and meet its objectives	The workforce strategy is aligned across the 3 Councils. A development programme is in place to assist with both personal and professional development. This programme sits alongside a package of personal support for staff. Managers are encouraged to have regular 'one to ones' with staff to ensure that they are fully supported in their roles	2	4	Medium (8)
11	Failure to deliver the capital programme	Samantha Knowles	There are several million pounds worth of proposed capital projects that are ongoing over the next 3-5 years, these include new schemes and renovations and repairs to existing assets, key factors such as capacity to deliver both internally and externally need to be monitored and managed as well as financial constraints and pressures.	Capital working groups are in place to monitor delivery of all of these projects. Along with regular PFH meetings and monthly directorate meetings. Accurate cost planning Building relationships with local contractors The effective use of frameworks Market intelligence	3	2	Medium (6)

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12	Failure to deliver new homes programme	Matthew Hogan	There is a partnership aim to deliver 1,000 properties over 10 years, this risk identifies the failure to meet this target.	<p>Housing working groups are in place to monitor delivery of all of these projects. Along with regular PFH meetings and monthly directorate meetings.</p> <p>Accurate cost planning</p> <p>Building relationships with local contractors</p> <p>The effective use of frameworks</p> <p>Market intelligence</p>	3	2	Medium (6)
13	Failure to meet statutory requirements in	Andy Fisher	This risk identifies the need for the council to adhere to all prevailing statutory codes as they relate to council assets and functions	The asset team have compiled a working list of assets that either have compliance contracts in place or we have local contractors with the jobs in hand. A spreadsheet has been created and a considerable amount of	1	4	Low (4)

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	regard to general fund assets			<p>time has been spent updating it ready so we can add to the new database of Technology Forge.</p> <p>The restructure has taken place so we now have the SOPM (Strategic & Operational Property Manager) for budget management, meetings job criteria and Strategic Property acquisitions and sales. This role encompasses the day to day running of the asset team. The Estates Officer for lease arrangements, new tenants, site management and all tenant referrals including day to day issues. Repairs officer - For day to day repairs and allocation of work required in conjunction with liaison via the Estates Officer and SOPM. The Project Manager role is also now defined and runs all medium and major projects for the team.</p> <p>The BSO (Business Support Officer) is a new temporary role which monitors jobs coming in and is also a hands-on role that ultimately saves the Council budget money by undertaking jobs ourselves.</p> <p>The SOPM would be the Senior Responsible Person for the Assets and Compliance routines.</p> <p>Training takes place on a required basis. Asbestos training being the last training of significance that was undertaken by the team</p>			
14	Supporting recovery from Covid19 for the local economy – people and businesses	Michelle Sacks	<p>It is anticipated that the pandemic will have an impact on national and local economies; and may affect businesses and jobs in the district.</p> <p>If the Government and Local Government is not able to help economies recover, there may be longer term challenges for businesses</p>	<p>SHDC is fully engaged with partners and have already put measures in place to enable the local economy to support them during recovery as example using the welcome back funding. SHDC will look to prioritise planned capital investments that were designed to add value to the local economy. Environmental Health staff are heavily engaged in supporting businesses to adhere to, and work with, government guidelines to enable them to keep their businesses running. SHDC will work with partners to help tackle the expected social and health impacts of the pandemic; not only on deprived communities and</p>	4	5	Critical (20)

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			<p>and employees resulting in job losses with direct impacts on residents. Areas of deprivation will be of particular concern.</p> <p>When businesses and people are negatively impacted resulting in loss of jobs, council services can come under additional pressure.</p>	<p>vulnerable groups, but for people who may never have been out of work or suffered poor mental health, but may find themselves in that position over the next year.</p>			
15	Failure to comply with Information Governance and Management requirements	John Medler	<p>Increased understanding of the public's right to information means that we have to be fully aware of our legal duties. The increase in data also means we have to be able to manage information more effectively, including reducing the amount of unnecessary data held.</p> <p>Data protection breaches can result in significant fines from the Information Commissioner's Office.</p>	<p>All employees receive annual online training in data protection. Arrangements are in place to ensure that the organisation is compliant with the General Data Protection Regulation (GDPR) requirement, including lead staff attending training. PSPS also have a lead officer overseeing compliance.</p> <p>A Data Protection Officer and Deputy are in place who monitor training, compliance and development of policy; also, full assessment of any breaches, providing recommendations for continual improvement.</p>	4	3	High (12)
16	Implementation of the Environment Act 2021	Victoria Burgess	<p>This new legislation will have an impact on the way that waste services are delivered, and will require operational changes. Changing service delivery will require financial support, and at this stage it is unclear whether additional budget will be made available centrally.</p>	<p>The Lincolnshire authorities comprising the Lincolnshire Waste Partnership are working together to identify the impact of the Environment Act across the county. When the statutory guidance is provided by Defra, clear proposals will be drawn up for this authority.</p>	4	4	High (16)

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17	Local Plan not delivering economic growth & prosperity	Mike Gildersleeves	The South East Lincolnshire Local Plan (2019) seeks to support proposals which assist in the delivery of economic prosperity and some 13,800 jobs in South Holland across the Plan period. Risk relates to allocated sites not coming forward or broader economic downturn nationally	Monitoring of the Plan policies. Taking of decision on planning applications. Review of the Local Plan where necessary.	3	2	Medium (6)