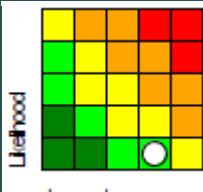



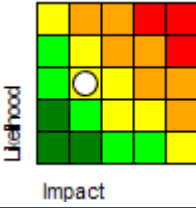

SHDC Strategic Risks

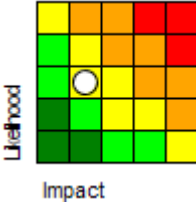

Report Type: Risks Report

Rows are sorted by Risk Score

Risk Code	Title	Current Risk Rating	Description	Current Mitigation	Current Risk Likelihood	Current Risk Impact	Current Risk Score
SHDCSTRRSK016	Failure to meet statutory requirements in regard to general fund assets		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 time has been spent updating it ready so we can add to the new database of Technology Forge. 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. The SOPM would be the Senior Responsible Person for the Assets and Compliance routines. Training takes place on a required basis. Asbestos training being the last training of significance that was undertaken by the team	1	4	4
Officer Ownership	Organisation Ownership	Trend (Vs Previous)					
Andy Fisher	SHDC						

Risk Code	Title	Current Risk Rating	Description	Current Mitigation	Current Risk Likelihood	Current Risk Impact	Current Risk Score
SHDCSTRRSK010	Failure to deliver the capital programme		<p>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.</p>	<p>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</p>	3	2	6
Officer Ownership	Organisation Ownership	Trend (Vs Previous)					
Christine Marshall	SHDC						

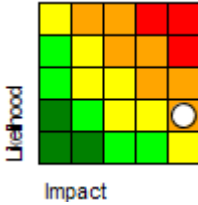

Risk Code	Title	Current Risk Rating	Description	Current Mitigation	Current Risk Likelihood	Current Risk Impact	Current Risk Score
SHDCSTRRSK013	Local Plan not delivering economic growth & prosperity		The South East Lincolnshire Local Plan (2019) seeks to support proposals which assist in the delivery 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	6
Officer Ownership	Organisation Ownership	Trend (Vs Previous)					
Mike Gildersleeves	SHDC						

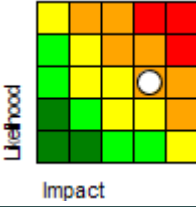

Risk Code	Title	Current Risk Rating	Description	Current Mitigation	Current Risk Likelihood	Current Risk Impact	Current Risk Score
SHDCSTRRSK015	Failure to deliver new homes programme		There is a partnership aim to deliver 1,000 properties over 10 years, this risk identifies the failure to meet this target.	Housing working groups are in place to monitor delivery of all 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	6
Officer Ownership	Organisation Ownership	Trend (Vs Previous)					
Matthew Hogan	SHDC						

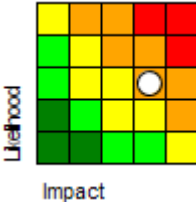

Risk Code	Title	Current Risk Rating	Description	Current Mitigation	Current Risk Likelihood	Current Risk Impact	Current Risk Score
SHDCSTRRSK007	External Communication		Poor quality external communication with stakeholders, residents and the wider public impacts upon the council's reputation and its ability to effectively deliver services	External 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. To further mitigate this risk, media communications training has been undertaken by most senior officers. Member media communications training is being provided now the election has concluded..	2	4	8
Officer Ownership	Organisation Ownership	Trend (Vs Previous)					
Shaun Gibbons	SELCP Risk; SHDC						
Risk Code	Title	Current Risk Rating	Description	Current Mitigation	Current Risk Likelihood	Current Risk Impact	Current Risk Score
SHDCSTRRSK009	Retention of staff		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 and to further develop the talents of individual employees. 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	8
Officer Ownership	Organisation Ownership	Trend (Vs Previous)					
Rachel Robinson	SELCP Risk; SHDC						

Risk Code	Title	Current Risk Rating	Description	Current Mitigation	Current Risk Likelihood	Current Risk Impact	Current Risk Score
SHDCSTRRSK011	Service Delivery		The risk to service delivery, impacting residents and partners we work with.	Staff resources maximised under the Partnership. Working with external partners to deliver shared priorities. HR support on recruitment and retention. Training plans. Values & behaviours work; Annual Delivery Plan, Workforce Development, policies, and procedures.	3	3	9
Officer Ownership	Organisation Ownership	Trend (Vs Previous)					
James Gilbert	SELCP Risk; SHDC						

Risk Code	Title	Current Risk Rating	Description	Current Mitigation	Current Risk Likelihood	Current Risk Impact	Current Risk Score
SHDCSTRRSK021	Introduction of Extended Producer Responsibility		Introduction of Extended Producer Responsibility which will bring the need for changes within service delivery	Additional site has been secured temporarily, whilst future options are investigated. Consultants have provided a report on the requirements for a replacement facility, and the Assets team are identifying suitable potential locations.	3	3	9
Officer Ownership	Organisation Ownership	Trend (Vs Previous)					
Victoria Burgess	SELCP Risk; SHDC						

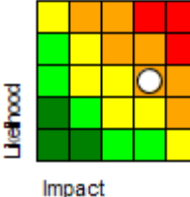
Risk Code	Title	Current Risk Rating	Description	Current Mitigation	Current Risk Likelihood	Current Risk Impact	Current Risk Score
SHDCSTRRSK008	Technology infrastructure failure		<p>The loss of ICT impacting upon the organisation to operate effectively and deliver services to residents.</p> <p>The Council 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</p>	<p>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. In recognition of the outage of the Internet connection in September, PSPS considered an elevated risk score, however an outage does not mean the likelihood of reoccurrence is any greater, therefore whilst it may have been elevated at that given time, the overall rating remains the same for the period of this risk register. In relation to this a Major Incident review has been conducted and is in the process of being shared with the ICT Strategy Board, SLT and Portfolio Holder. This review considers resiliency options that may be used to lower the risk scoring in the future. These options were previously considered in 16/17 by the then SHDC Strategic ICT Manager and corresponding Executive Director and were considered cost prohibitive when reviewed against likelihood.</p>	2	5	10
Officer Ownership	Organisation Ownership	Trend (Vs Previous)					
Jackie Wright	SHDC						

Risk Code	Title	Current Risk Rating	Description	Current Mitigation	Current Risk Likelihood	Current Risk Impact	Current Risk Score
ELDCSTRRSK004	The council's strategic partnership arrangements		Enabling and embedding changes to the organisation, linked to the strategic partnership. Proactive management of risks and issues are undertaken at Management Team.	Issues are managed via Leadership Team. Close working between Portfolio Holders Partnership-wide. Partnership Stakeholder Board meetings quarterly to discuss matters of importance.	3	4	12
Officer Ownership	Organisation Ownership	Trend (Vs Previous)					
James Gilbert	BBC; ELDC; SHDC						

Risk Code	Title	Current Risk Rating	Description	Current Mitigation	Current Risk Likelihood	Current Risk Impact	Current Risk Score
SHDCSTRRSK001	Economic Hardship		The risk of financial hardship to local people in the current economic climate	Taking action to improve housing standards; The new Homelessness Accommodation Officer and Homelessness Prevention Officer roles within the Housing Options Team will work together to improve relationships with local landlords, with the aim of increasing the supply of available privately rented accommodation to our customers and to ensure that landlords feel better supported if any issues arise with their tenants during the lifetime of the tenancy. Support to local people on budgeting, training, and jobs; Political pressure on the government to address fuel bills nationally.	3	4	12
Officer Ownership	Organisation Ownership	Trend (Vs Previous)					
Emily Spicer	SELCP Risk; SHDC						

Risk Code	Title	Current Risk Rating	Description	Current Mitigation	Current Risk Likelihood	Current Risk Impact	Current Risk Score
SHDCSTRRSK006	Resilience and quality of service delivery arrangements with third parties		The risk being that the services provided to the council via its contract with PSPS or other third party contracts fails to meet the needs and expectations of the council	<p>The Council commissions a Procurement and Contracts service to support the Councils where contracts aren't delivering outcomes.</p> <p>In regard to PSPS (who host the Procurement and Contracts service and wouldn't advise the Council in regard to the PSPS contract):</p> <p>Each Assistant Director SLA lead manages the SLA outcomes for their area with the relevant PSPS Head of Service.</p> <p>Regular Client Liaison meetings in place between PSPS CX and AD - Corporate</p> <p>Portfolio Holders regularly meet with PSPS CX and Heads of Services.</p> <p>Issues can be escalated to the PSPS Shareholder Board.</p>	4	3	12
Officer Ownership	Organisation Ownership	Trend (Vs Previous)					
James Gilbert	SHDC						

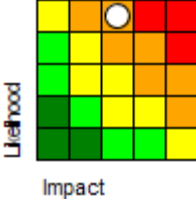

Risk Code	Title	Current Risk Rating	Description	Current Mitigation	Current Risk Likelihood	Current Risk Impact	Current Risk Score
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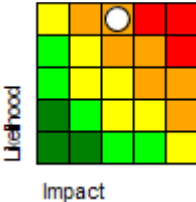

SHDCSTRRSK014	Internal Communications		The risk is that internal colleagues do not fully understand the aims and ambitions of the partnership and the role they play in the partnership's success.	Internal communications approach has recently been reviewed and the findings have been implemented. It is clear there isn't a one size fits all approach for the Council/Partnership given the breadth of services provided and this is reflected in the revised internal communications model.	3	4	12
Officer Ownership	Organisation Ownership	Trend (Vs Previous)		A key outcome of the internal communications review was to have more focused internal communications, with that focus being placed on what colleagues have told us through a survey are the important things they feel they need to know to do their job effectively.			
Shaun Gibbons	SELCP Risk; SHDC	-		<p>Staff informed levels are monitored through the performance framework on a quarterly basis with the results being considered by scrutiny and Cabinet.</p> <p>The scoring of this risk has been discussed at Governance and Audit as this links to the metric which measures the % of staff who said they felt informed about the Partnership. The Risk Owner does not feel the risk needs to be increased when the context of this PI is considered. The staff poll question provides three response options: Yes, No or Sometimes. When Yes & Sometimes are combined this indicator increases to 93.1%.</p> <p>Whilst each service will have a mix of communications channels to reach their staff, corporately the following channels are currently in place –</p> <ul style="list-style-type: none"> Regular all staff bulletins with key information. Regular videos from Senior leadership team to the workforce Briefings on key corporate topics Regular team meetings between service managers and their officers to cascade information Monthly service manager 			

				meetings –face to face briefings from Leadership Team.			
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Risk Code	Title	Current Risk Rating	Description	Current Mitigation	Current Risk Likelihood	Current Risk Impact	Current Risk Score
SHDCSTRRSK003	Cyber Incident		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 With respect to this risk, PSPS has been successful in its application for a grant from DLUHC on behalf of EL, SH and BBC to improve the security posture of the Councils. The maximum grant of £175,000 has been secured. There are several caveats around the award and its use which we will need to adhere to as we develop and implement the action plan.	3	5	15
Officer Ownership	Organisation Ownership	Trend (Vs Previous)					
Jackie Wright	SELCP Risk; SHDC						

Risk Code	Title	Current Risk Rating	Description	Current Mitigation	Current Risk Likelihood	Current Risk Impact	Current Risk Score
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SHDCSTRRSK005	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.	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	15
Officer Ownership	Organisation Ownership	Trend (Vs Previous)	Future funding is very uncertain and the future impact of covid on future income levels also unclear.				
Christine Marshall	SHDC		Inflationary pressures in terms of fuel, power and pay are also being seen.				

Risk Code	Title	Current Risk Rating	Description	Current Mitigation	Current Risk Likelihood	Current Risk Impact	Current Risk Score
SHDCSTRRSK020	Identification and Suitability of future Depot Accommodation		The way that local government waste services is funded is undergoing radical change, with the requirements of the Environmental Act 2021 for pEPR, where local authorities will be	Officers closely follows all policy and practice changes being implemented by the Government and has responded to relevant consultations. This is also being monitored through the countywide Strategic Officer Working Group. Officers are meeting Defra on a regular basis, and taking part in research where relevant.	5	3	15
Officer Ownership	Organisation Ownership	Trend (Vs Previous)					
Victoria Burgess	SHDC						

			funded by the producers of packaging for the cost of the collection, recycling and disposal of packaging waste. It is unknown at this stage what the financial impact is, until Defra announce local authority payments at the end of 2023.				
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Risk Code	Title	Current Risk Rating	Description	Current Mitigation	Current Risk Likelihood	Current Risk Impact	Current Risk Score
SHDCSTRRSK002	Economic Growth		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	4	4	16
Officer Ownership	Organisation Ownership	Trend (Vs Previous)					
Michelle Sacks	SHDC						

				cluster within the district.			
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Risk Code	Title	Current Risk Rating	Description	Current Mitigation	Current Risk Likelihood	Current Risk Impact	Current Risk Score
SHDCSTRRSK012	Implementation of the Environment Act 2021		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.	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.	4	4	16
Officer Ownership	Organisation Ownership	Trend (Vs Previous)					
Victoria Burgess	SHDC						

Risk Code	Title	Current Risk Rating	Description	Current Mitigation	Current Risk Likelihood	Current Risk Impact	Current Risk Score
SHDCSTRRSK017	Housing Team Resources and Support		The council's ability to meet the demands for support with homelessness and housing advice, supporting residents in	Support for the team has been brought in via grant funded posts to help with current demands on the service, these range from Prevention Officer to Accommodation Officer. 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	4	4	16
Officer	Organisation	Trend (Vs					

Ownership	Ownership	Previous)	preventing homelessness before it occurs, and when it does occur supporting residents in securing	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 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.			
Emily Spicer	SHDC	-					