

SHDC Strategic Risk Register

Ref number	Risk name	Risk description	Lead risk owner	Cause/s	Potential impact/consequences	Existing control measures in place	Current risk likelihood	Current risk impact	Current risk score	Change since last update
SHDC 09	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	AD: Corporate	Human error Power failure Security Hardware Link failure	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. 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.	2	5	High (10)	No Change

SHDC 01	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	AD: Assets	<p>Poor risk management Poor financial planning/management Communication breakdown between council/suppliers/partners Failure to monitor and adhere to current legislation and guidelines Failure to consider health and safety requirements</p>	<p>Failure to deliver services to residents Lack of empowerment for communities and local businesses Economic downturn Reduction in co-location, partnership working and sharing of knowledge Failure to generate efficiency gains, capital receipts and income streams Reduction in quality of place/public spaces</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>There is now an Asset Management across the SELCP and seeks to set a focussed number of high level actions in order to shape and drive the detailed work necessary within each Council to manage and maintain their respective assets.</p>	1	4	Low (4)	No Change
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SHDC 02	Failure to deliver the capital programme	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.	AD: Economic Growth	Escalating costs Onsite Issues Grant funding withdrawal Non-compliance of grant funding obligations Insufficient Pre-project planning and specs (Brief-Creep) Partners withdrawal	Reputational Damage Financial impact Failure to deliver council objectives Reduced ability to secure future funding	Robust programme and project management Regular and structured reporting mechanisms Robust and effective governance (financial and project) Effective working with partners and 3rd Party delivery Risk transferrance and mitigation Requesting extra funding prior to project commencement where required	3	2	Medium (6)	No Change
SHDC 03	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	AD: Planning and Strategic Infrastructure	Failure to adopt in time (stopping/pausing) Out of date evidence base Failure to understand housing need Issues with site selection processes Poor co-operation and engagement Misalignment with development management policies Local plan out of date Economic downturn	Lack of economic growth and inward investment Lack of new jobs and opportunity Failure to attract residents from outside of the district	Monitoring of the Plan policies. Taking of decision on planning applications. Review of the Local Plan where necessary.	3	2	Medium (6)	No Change

SHDC 04	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.	AD: Planning and Strategic Infrastructure	Infrastructure issues Planning and environmental constraints Site availability Housing Market factors Construction industry issues	Preventing economic growth Losing residents from the district Increase in homelessness	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	Medium (6)	No Change
SHDC 05	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	AD: Corporate	Low frequency of communications No communication from senior leadership team Lack of engagement from partners Failure to understand residents needs	Lack of awareness of partnership and councils delivery and plans Failure to gauge residents needs and interests Breakdown of communication with partners	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. In 2023, post-election, further member media communications training will be provided.	2	3	Medium (5)	No Change

SHDC 06	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	AD: Corporate	Recruitment challenges across region Specialist role recruitment can be difficult Competitive salaries offered at other organisations Uncertain financial climate	Failure to recruit Lack of resources Additional pressure on existing staff	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	Medium (8)	No Change
SHDC 07	Service Delivery	The risk to service delivery, impacting residents and partners we work with.	AD: Corporate	Lack of training Lack of leadership No resources/budget Communication failure Poor performance Ineffective governance Lack of learning/feedback	Failure to meet needs of residents and partners Negative feedback and press coverage Reputational damage	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	Medium (9)	No Change

SHDC 08	Introduction of Extended Producer Responsibility	The UK is undergoing a major overhaul of packaging producer responsibility legislation, which will transform the way local authorities receive funding for household waste collections. This risk covers the changes this legislation will bring which will be positive but also important to ensure we as an organisation are prepared for these changes.	AD: Neighbourhoods	Reforms seek to introduce principles of extended producer responsibility (EPR) to the UK's packaging waste management sector and will, primarily, see the cost burden of collecting householders' packaging waste shift from local taxpayers to the producers of packaged products	Funding Gaps Negative Press Budget implications	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	Medium (9)	No Change
SHDC 10	Economic Hardship	The risk of financial hardship to local people in the current economic climate	AD: Wellbeing & Community Leadership	Increase in wholesale energy costs; Supply chain issues; Continuing impact of Covid-19; High rents and low wages; Housing supply, affordable housing and standards issues; Inflation; Fuel shortages; Ukraine conflict	Economic hardship; Fuel poverty; Poor housing; Homelessness; Isolation and lack of opportunities.	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	High (12)	No Change

SHDC 11	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.	AD: Corporate	Low frequency of communications No communication from senior leadership team Lack of engagement from partners/PSPS Failure to understand staff needs/feedback	Staff do not feel informed Reduction in morale/engagement High turnover Lack of service delivery	<ul style="list-style-type: none"> • Internal communications approach has been reviewed. 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 internal communications model. • Staff informed levels are monitored through the performance framework on a quarterly basis with the results being considered by scrutiny and Cabinet. • Regular all staff bulletins with key information are issued. • Regular videos from Senior leadership team to the workforce • Briefings on key corporate topics take place • Regular team meetings between service managers and their officers to cascade information • Monthly service manager meetings 	3	4	High (12)	No Change
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SHDC 12	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	AD: Corpora te	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	Theft of corporate information theft of financial information (eg bank details or payment card details) theft of money disruption to service provision loss of business or contract loss of trust in customers/residents and partners	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	High (15)	No Change
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SHDC 13	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.	DCX Corporate Development and S151	Reduction of government funding; Reduction in income; Capital expenditure; Impact of Internal Drainage Board (IDB) levy; Inflation; Fuel shortages; Ukraine conflict	Lack of money and lack of certainty going forward; Failure to balance budget in future years	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)	No Change
SHDC 14	Identification and Suitability of future Depot Accommodation	This risk identifies the need for a future depot to be identified and secured.	AD: Neighbourhoods	To Follow	To Follow	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	High (15)	No Change

SHDC 15	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.	AD: Economic Growth	Increasing costs Fuel costs Lack of transport jobs/growth Infrastructure/Access	Struggling/failing local businesses; Stagnating local economy; Lack of inward investment; Low skills and aspirations; Low visitor numbers; Future sustainability of the Town Centre - retail, evening economy, housing, heritage, culture, leisure, events, car parking; Community perceptions.	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.	4	4	High (16)	No Change
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SHDC 16	Implementati on 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.	AD: Neighb ourhoo ds	The Environment Act allows the UK to enshrine better environmental protection into law. It provides the Government with powers to set new binding targets, including for air quality, water, biodiversity, and waste reduction. This will change and impact the way environmental services are currently delivered	Failure to comply with legislation Negative effect on climate both locally and globally	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	High (16)	No Change
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SHDC 17	Homelessness prevention and resources	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	AD: Wellbeing & Community Leadership	High Staff turnover resulting in loss of key experience and resource Sickness Negative impacts on recruitment Demand putting pressure on staff Inefficient processes	High Homelessness Safeguarding issues Danger to safety of residents Vulnerability of homeless ASB/Crime	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.	3	3	Medium (9)	Reduced
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SHDC 18	Waste Collection Round Pressures	Increased housing growth has led to an increase in the amount of waste presented for collection each week, putting pressure on the service and preventing the collections from being fully completed each week.	AD: Neighb ourhoo ds	Housing growth Increased waste from more residents at home	Increase in missed collections Reputational Damage	Implementation of a round review to balance the rounds to ensure all waste can be picked up at the end of each day, and staff are able to finish their working day on time. this will result in some collection day changes for some properties.	3	3	Medium (9)	New Risk
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