

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	Treatment (4Ts)	Planned action / future mitigation	Changes since last update	Commentary
SHDC01	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	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	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	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. 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.	1	4	Low (4)	Treat	Conduct regular asset reviews Follow up on recommendations from the asset management strategy Set up the strategic asset group Undertake a strategic assessment of each general fund asset held by the council Have a single property management system common to each SELCP council Implement a single asset team structure	No changes in quarter	
SHDC02	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.	2	3	Medium (6)	Treat		No changes in quarter	
SHDC03	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. Appraisal process in place.	2	4	Medium (8)	Tolerate		No changes in quarter	
SHDC04	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)	Treat		No changes in quarter	
SHDC05	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 recurrence 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.	2	5	High (10)	Tolerate	Regular review of resilience arrangements	No changes in quarter	
SHDC06	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"> <li>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.</li> <li>Staff informed levels are monitored through the performance framework on a quarterly basis with the results being considered by scrutiny and Cabinet. <ul style="list-style-type: none"> <li>Regular all staff bulletins with key information are issued.</li> <li>Regular videos from Senior leadership team to the workforce</li> <li>Briefings on key corporate topics take place</li> </ul> </li> <li>Regular team meetings between service managers and their officers to cascade information <ul style="list-style-type: none"> <li>Monthly service manager meetings</li> </ul> </li> </ul>	3	4	High (12)	Treat		No changes in quarter	

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SHDC07	Cyber Incident	The risk of the council's ICT infrastructure being severely impacted 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: Corporate	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)	Tolerate	Continued robust cyber security and training	No changes in quarter	
SHDC08	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 transference and mitigation Requesting extra funding prior to project commencement where required	3	2	Medium (6)	Tolerate	Continued robust project management	No changes in quarter	
SHDC09	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 Lack of 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)	Treat	Strategic Economic Plan for the Sub-region	No changes in quarter	
SHDC10	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	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.	3	3	Medium (9)	Treat	Pending Government guidance	No changes in quarter	
SHDC12	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.	AD: Neighbourhoods	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)	Treat	Pending Government guidance	No changes in quarter	
SHDC13	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: Neighbourhoods	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)	Treat	Round review	No changes in quarter	

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SHDC14	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)	Tolerate	Continued monitoring and reporting	No changes in quarter	
SHDC15	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)	Treat		No changes in quarter	
SHDC16	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)	Treat	Grants and Funding Opportunities; Cost of Living Support	No changes in quarter	
SHDC18	Council Financial Positions	The Council's medium term financial strategy has identified budget gaps in future years. Future funding is very uncertain. 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)	Treat		No changes in quarter	
SHDC19	Capacity	Capacity to deliver the work programme for the Partnership/Councils	AD: Corporate	The workload increasing to a point where it becomes unmanageable within existing staff resources.	Delivery of work programme slipping. Staff wellbeing concerns. Disruption to services. Reputation reduced with partners.	Annual Delivery Plan in place to help manage the work programme. Services when bringing forward new initiatives to consider the capacity required and the need to bid for capacity if it can't be accommodated within existing resources.	4	3	High (12)	Treat	Report template includes a requirement for services to confirm capacity situation when bringing forward projects. Challenge regarding capacity at Annual Delivery Plan development stage	No changes in quarter	
SHDC20	Third Party Service Delivery	Risk around resilience and quality of service delivery arrangements with third parties	AD: Corporate	This risk relates to the potential for the failure of a major supplier of Council services or partners with whom the Council co-delivers/enables provision of services and operations	In the event of a failure, either in resilience or quality, there are likely to be a mix of financial, service delivery and reputational impacts to the Council.	Assessment of business plans for key partnerships. Regular performance reports and monitoring meetings with third parties. Some key partnerships based on open book approach to financial monitoring. Regular contract meetings in place to manage risk. SELCP approach to some contracts provides resilience.	3	3	Medium (9)	Tolerate	Continued monitoring and reporting	No changes in quarter	
SHDC21	Net Zero target	Risk of failure to establish a Net Zero ambition/target or to set an interim reduction target that can demonstrate a trajectory to reduction	AD: Regulatory	Carbon footprint of all assets is not in place. Net zero target/ambition for our organisational emissions is not established not is there an interim target to demonstrate progress on reducing emissions. Impact of decisions on carbon emissions is not fully evaluated at outset of projects. Lack of carbon reduction plan. Financial resourcing required to decarbonise some areas may not be available	Decisions taken which increase carbon emissions rather than mitigate emissions. Potential reputational risk to authority. Financial benefits of reducing carbon emissions and utility costs are not quantifiable or realised.	ADP 23/24 - Undertake a carbon footprinting exercise and establish a carbon reduction target and interim target to demonstrate progress towards reducing our operational emissions. Development of a carbon reduction plan once footprint is determined. Implications of carbon reduction completed as part of committee reports	5	2	High (10)	Treat		New Risk	Risk is on partnership councils risk register but relevant at each council within partnership as a common risk
SHDC22	Civil contingency risks	Community risks shared across Lincolnshire, managed in partnership with the Lincolnshire Resilience Forum (LRF)	AD: Regulatory	Impact of Covid19; Influenza type disease; East coast flooding; Inland flooding; Severe weather; Fuel shortages; Loss of critical infrastructure; Animal disease; Environmental pollution and industrial accidents; Transport accidents; Business Continuity incident	Failure in service delivery; Impact on local people; Reputational damage; Detrimental economic impact on business.	Community Risk Register monitored by the Lincolnshire Resilience Forum (LRF); Work with partners to assess, monitor and plan for these risks together. Exercising of plans and training of staff. Strategic and Tactical Out of Hours rota in place. Partnership providing resilience for response and recovery from emergencies/incidents. Strategic Management Group in place to monitor performance and report to LT Governance. Partnership Emergency Plans and Business Continuity Plans in delivery	2	4	Medium (8)	Tolerate	Continued partnership working with the Lincolnshire Resilience Forum (LRF)	New Risk	Risk is on partnership councils risk register but relevant at each council within partnership as a common risk

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SHDC23	Business continuity	Risk around business continuity and recovery in the event of a major incident or event	AD: Regulatory	The Council has a central role to play in the response to a major incident or event in the community and the subsequent recovery phase. The risk of flooding, both coastal and inland is increasingly recognised as one of the most significant and 'likely' events that the Council will need to help with recovery. There are also internal incident and events which could impact on the Council's operations directly (e.g. cyber-attack, IT infrastructure failure, building fire).	In the immediate response phase to an emergency in the District, the "Blue Light" services will take the lead with the Council taking the lead role in the subsequent recovery phase. There could be significant impact on service delivery and potentially Council finances.	The establishment of the S&ELCP has increased the resilience and capability of the 3 partner councils. Resources can be more easily shared across the sub-regions and procedures and policies are being joined up to make our response to and recovery from an incident more efficient and effective. A strategic group meets regularly, including representation from PSPS, with minutes and actions reported to LT Governance for awareness. Staff across the S&ELCP are regularly trained at both Silver and Gold command in order to take a full part in a Lincolnshire-wide emergency response and support our partners in the sub region. All three councils are members of the Lincolnshire Resilience Forum, enabling access to expertise held by LCC whilst retaining staff, resources and expertise in each sovereign council within an EP&BC structure across the Partnership. Senior staff within the Councils are involved in training exercises delivered by the LRF. Regular 'live' training exercises are coordinated at County level to maximise preparedness in each council and across the sub region. Each authority has an Emergency Plan & Business Continuity Plan in place in order that service delivery can be prioritised and maintained at such times. A joint emergency and business continuity plan was approved in 2021 for ELDC and BBC to improve resilience and capability with plans for a more joined up approach across the sub region with the advent of the S&ELCP. Public Sector Partnership Services (PSPS) and Magna Vitae have Business Continuity Plans in place. Work is underway in 2023 to update and align all BC plans across the Partnership. It is anticipated that this work should be completed by the end of Quarter 4 2023/24.	3	3	Medium (9)	Tolerate	Continued partnership working with the Lincolnshire Resilience Forum (LRF)	New Risk	Risk is on partnership councils risk register but relevant at each council within partnership as a common risk
SHDC24	Health and Safety	Risk of failure to comply with Health and Safety requirements	AD: Regulatory	The Council has a clear responsibility to both staff and recipients of services under Health and Safety legislation and needs to effectively manage its responsibilities.	There can be consequences to the organisation's finances and reputation relating to non-compliance of health and safety requirements. There is also the risk of harm to individuals.	The establishment of the S&ELCP has increased the resilience and capability of the 3 partner councils. Resources can be more easily shared across the sub-region and procedures and policies are being joined up to provide a more efficient and effective approach towards H&S compliance. The partner Councils receive specialist Health and Safety advice from Public Sector Partnership Services who support the Partnership Health and Safety Governance Group (chaired by the Assistant Director – Regulatory) and the Staff Health and Safety Forum. Both operate under agreed terms of reference and feed into the LT – Governance. LT Governance receive minutes and recommendations for approval from the Governance Group and the staff Forum. Policies and procedures are agreed at the Governance Group and referred to LT Governance for information. Health and Safety is included within Internal Audit's annual audit plan. The audit undertaken in 2021 demonstrated a substantial level of assurance.	2	3	Medium (6)	Tolerate	Continued monitoring and reporting	New Risk	Risk is on partnership councils risk register but relevant at each council within partnership as a common risk