

Ref	Risk name	Risk description	Lead	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	Action RAG	Target risk likelihood	Target risk impact	Target risk score
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	ED-PD	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	All assets either have compliance contracts in place or local contractors with the jobs in hand. Database updated and restructure in place, with clear roles and responsibilities. Training takes place on a required basis.	1	4	Low (4)	Tolerate	Continued implementation of asset management strategy	N/A	1	4	Low (4)
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	SD-CS	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. As part of business continuity planning, services are considering in detail how they would continue to operate should an ICT outage occur	2	5	High (10)	Tolerate	Regular review of resilience arrangements	N/A	2	5	High (10)
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	SD-CS	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. These mitigations afford ICT awareness of emerging threats. We have also recently enabled and implemented further cyber security controls within Mimecast which will ensure further mitigation in this area is in place.	3	5	High (15)	Tolerate	Continued robust cyber security and training	N/A	3	5	High (15)
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.	ED-PD	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		N/A	3	2	Medium (6)
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.	ED-ED	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.	3	3	Medium (9)	Tolerate	Continue to implement the Growth and Prosperity Plan	N/A	3	3	Medium (9)
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.	SD-N	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 follow 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 attending Defra webinars on a regular basis, and taking part in research where relevant. The SELCP Waste Improvement Programme Board is made aware of any updates from Defra.	2	2	Low (4)	Tolerate	Pending Government guidance. Risk has been reviewed and score reduced in Q2. The government budget has provided a significant measure to reduce the risk around the introduction of the Extended Producer Responsibility (EPR) scheme by guaranteeing £1.1 billion in funding for local authorities. This assurance helps local councils plan their budgets effectively. SHDC has received notification of payment for 2025/26 - £1,231,000	N/A	2	2	Low (4)
SHDC11	Implementation of the Environment Act 2021	The legislation will have an impact on the way that waste services are delivered, and will require operational changes. Changing service delivery requires financial support, and although some New Burdens has been made available information is not provided on the ongoing New Burdens revenue funding to meet the additional cost of service delivery.	SD-N	The Environment Act 2021 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	A SELCP Waste Improvement Programme Board (WIPB) is established and comprises lead members from Neighbourhoods and PSPS services. The WIPB meets monthly for progress updates. A Waste Transformation Steering Group is established, chaired by the Portfolio Holder, and supported by a Waste Delivery Group. Both groups monitor financial impact. A Programme Manager has been recruited to support the WIPB. Additionally the authorities comprising the Lincolnshire Waste Partnership work together to identify the impact of the Environment Act across the county, and make preparations for changes to service delivery.	4	4	High (16)	Treat	Steering Group and WIPB reports to SLT and Cabinet. Project plan in place. Attending regular Defra Webinars. Review and update every quarter.	30/06/2026	3	3	Medium (9)
SHDC12	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.	SD-N	Housing growth Unlimited waste presented for collection	Increase in missed collections Reputational Damage	Additional resources being used to meet the extra demand and capacity pressure placed on the collection rounds	2	3	Medium (6)	Tolerate	Decision made on the future delivery model for waste service. Policies focused on containing waste and waste minimisation, and round review will ensure collection rounds can accommodate waste presented.	N/A	2	3	Medium (6)
SHDC13	Local Plan being considered out of date	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 a Risk relates to failure to deliver an updated version of the local plan.	SD-PSI	Inability to pass through the 3 gateways in Government's new plan making requirements due to out of date evidence base, lack of specialist staff resources, inability to update evidence base, taking unsound approach to plan and policy preparation, poor project governance, ineffective co-operation and engagement. Unable to progress in accordance with demanding 30 month programme, inability to implement Digital First requirements	Failure to meet requirements of the new Local Plan-making System (as set out by new Regulations March 2026) Potential Govt intervention and loss of local control. 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	4	High (12)	Treat	Timeline now established for new plan - commencement by end of 2026	31/12/2026	3	2	Medium (6)
SHDC14	Budget	Risk around the long term balancing of the budget with economic and funding uncertainty	ED-F	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	Medium Term Financial Strategy; Budgetary process; Sound level of reserves; Continued close monitoring; Continued lobbying regarding the IDB pressure. Savings and Efficiency Plan developed to support the MTF5	4	4	High (16)	Tolerate	Continued controls, monitoring and reporting	N/A	4	4	High (16)
SHDC15	Capacity, Change Readiness and Workforce Resilience	The risk that insufficient workforce capacity, resilience and change readiness limit the organisation's ability to deliver the work programme, transformation activity and Local Government Reorganisation in parallel.	SD-CS	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. Change fatigue and disengagement Increased sickness absence and turnover Reduced leadership capacity and visibility	Alignment and 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. Council report templates have a specific section on capacity. Services have been informed they can bid into the transformation reserve for short term capacity if they have a suitable proposal. Resourcing is tracked via the Service Director quarterly survey so concerns regarding capacity can be escalated to Leadership Team. Recent audit which linked to Capacity, Aims and Priorities gave 'Adequate Assurance'. Explicit OD support and change prioritisation. Workforce scenario and impact assessments aligned to LGR	3	3	Medium (9)	Tolerate	Encourage Services to consider the transformation/capacity reserve for short term support where existing service capacity isn't sufficient.	N/A	3	3	Medium (9)

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SHDC16	<b>Third Party Service Delivery</b>	Risk around resilience and quality of service delivery arrangements with third parties	SD-CS	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	N/A	3	3	Medium (9)
SHDC17	<b>Net Zero Target</b>	Risk of failure to meet agreed corporate ambition of Net Zero by 2040	SD-R	Impact on Net Zero target (i.e. carbon emissions) not fully evaluated at outset of all projects, decisions and developments and through service delivery objectives. Financial resourcing required to decarbonise some areas may not be available.	Decisions taken which increase carbon emissions leading to failure to meet Net Zero ambition. Potential reputational risk to authority. Failure to invest in a targeted and effective way.	Carbon Reduction Action Plan, Partnership Environment Policy and Climate Change Strategy approved. Green Home Grants and Energy Advice Demonstrator in delivery. Reporting and Monitoring of progress through Scrutiny Committee. Monitoring delivery of projects through Sustainable Warmth Project Management Board.	2	2	Low (4)	Tolerate	Energy advice demonstrator funding ends in March 27, action in annual delivery plan to bid for additional funding. There is also planned actions (via ADP) to improve the governance arrangements around reporting progress towards Net Zero and refreshing our carbon footprint through scrutiny committee.	N/A	2	2	Low (4)
SHDC18	<b>Civil contingency risks</b>	Community risks shared across Lincolnshire, managed in partnership with the Lincolnshire Resilience Forum (LRF) and through S&ELCP	SD-R	Any incident/emergency that requires a response from the council as a category 1 responder under the civil contingencies act	Failure in service delivery; Impact on local people; Reputational damage; Detrimental economic impact on business; inability to support partners during an incident through LRF structures	Community Risk Register monitored by the Lincolnshire Resilience Forum (LRF). Work with partners to assess, monitor, train, plan and exercise to enable effective response to and recovery from an incident. Strategic and Tactical Out of Hours duty rota in place. S&ELCP providing resilience for response and recovery from emergencies/incidents affecting a single council. Established Business Continuity Steering Group in place. Partnership Emergency Plan in place for the Sub-region. Business Continuity Plans in place for all critical services across the S&ELCP. Partnership resilience manager appointed. Maintenance of service support, plans, procedures and polices across the S&ELCP to aid resilience and share learning. PPSPs have also aligned BC Plans to S&ELCP. Draft policy agreed and coming forward for approval in 26/27.	2	4	Medium (8)	Tolerate		N/A	2	4	Medium (8)
SHDC19	<b>Information</b>	Risk of failure to comply with Information Governance and Management requirements	SD-LG	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.	Data protection breaches which can result in significant fines from the Information Commissioner's Office.	All employees receive annual online training in data protection. Arrangements are in place to ensure that the organisation is compliant with the new General Data Protection Regulation (GDPR) requirement, including lead staff attending training. PPSPs also have a lead officer overseeing compliance. An experienced Data Protection Officer is in place who monitors training, compliance and development of policy; also, full assessment of any breaches, providing recommendations for continual improvement. There is now additional resilience with two qualified DPOs in place across the Partnership which allows for cover.	2	4	Medium (8)	Tolerate	Continued monitoring, reporting and training	N/A	2	4	Medium (8)
SHDC23	<b>Health and Safety</b>	Risk of failure to comply with Health and Safety requirements	SD-R	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.	Partnership Health and Safety Working Group in place and reporting up to the LT – Governance monthly meetings, including updated policies and procedures. Outstanding audit actions have been completed. Adequate assurance from the latest internal audit report. Working through the recommendations in line with agreed action plan. All recommendations due to date have been implemented.	2	3	Medium (6)	Tolerate		N/A	2	3	Medium (6)
SHDC24	<b>AI Governance and Oversight</b>	The rapid adoption of AI across council services may outpace governance, leading to unmanaged risks in data privacy, compliance, service quality, and public trust.	SD-CS	Poor data, unclear problems, poor governance, or unrealistic expectations, leading to unreliable or biased outputs, wasted investment, loss of trust, and increased legal, reputational, and operational risk rather than improved decision-making.	The impact of AI failure is that organisations can make poor or unsafe decisions, waste time and money, damage public trust and reputation, face legal or regulatory challenge, and ultimately increase risk and inequality rather than improving services and outcomes.	AI Working Group, risk register, legal review, staff training and comms, regular monitoring by IT and Information Governance teams.	3	3	Medium (9)	Treat	Implementation of recommendations from internal audit ongoing in 26/27.	30/9/2026	2	3	Medium (6)

Risk Scoring Matrix						
Impact	Critical	5	10	15	20	25
	High	4	8	12	16	20
	Medium	3	6	9	12	15
	Low	2	4	6	6	10
	Minimal	1	2	3	4	5
		Rare	Unlikely	Possible	Likely	Almost certain
		Likelihood				

Final Risk scoring

Minimal Risk

Low Risk

Medium Risk

High Risk

Critical Risk



Likelihood score	1	2	3	4	5
Definition	Rare	Unlikely	Possible	Likely	Almost certain
Description	This risk would occur only in rare / particular circumstances	The risk is technically possible, but an occurrence is not foreseeable in the medium-long term	The risk is a real possibility but the likelihood of an occurrence in the short-medium term is small	The risk is probably going to occur at some point in the medium term-- , possibly sooner	The risk is expected to occur imminently / regularly
Timeframe	Will occur at some point in the next 10 or more years	Will occur at some point in the next 3-10 years	Will occur at some point in the next 1-3 years	Will occur at some point within the year	Will occur at some point in the next few months
Probability	10% or less	Between 10-30%	Between 30-50%	Between 50-85%	85% or more

Impact score	1	2	3	4	5
Title	Minimal	Low	Medium	High	Critical
Reputation risk	Individual complaint raised	Multiple complaints	Negative local press coverage for one day, increased complaints for more than one week	Negative national press coverage for one day, ongoing negative local coverage	Negative national press coverage over several days. Public criticism from MP, LGA, County Council or national service body
Financial risk	Up to £10,000	£10,000-£50,000	£50,000-£250,000	£250,000-£500,000	Over £500,000
Service Delivery / Operations risk	Individual members of staff having work disrupted	Multiple members of staff unable to work	Total service outage for one day or less	Total service outage for several days	Total service outage for more than a week
Environmental risk	Immediately remedied damage in an isolated area	Easily remedied damage in an isolated area	Short term damage in an isolated area requiring partners assistance	Damage requiring special budget provision to rectify	Major or widespread damage requiring central government assistance
Health and Safety risk	People engaging in hazardous activities without awareness	Individual receives minor injuries	Multiple people receive minor injuries	Individual serious injury	Multiple people seriously injured, individual loss of life

#### Treatment (4Ts)

Terminate – rarely, we may be able to stop doing the activity altogether and thereby remove the risk altogether

Tolerate – accept the risk and live with it because it is within our risk appetite and the cost of mitigating action would outweigh the benefits

Transfer – move all or part of the risk to a third party or through insurance; however, sometimes accountability still remains, particularly with a Council, so caution is advised

Treat - take action to control the likelihood and/or impact and set a target to move the risk to within the risk appetite once the action has been implemented

#### Risk leads

#### Title

CX	Chief Executive
ED-C	Executive Director - Communities
ED-ED	Executive Director - Economic Development
ED-F	Executive Director - Finance (S151 Officer)
ED-PD	Executive Director - Programme Delivery
SD-CHS	Service Director - Communities and Housing Services
SD-CR	Service Director - Culture & Regeneration
SD-CS	Service Director - Corporate Services
SD-H	Service Director - Housing
SD-LG	Service Director - Legal & Governance (Monitoring Officer)
SD-LLS	Service Director - Leisure & Local Services
SD-N	Service Director - Neighbourhoods
SD-PSI	Service Director - Planning and Strategic Infrastructure
SD-R	Service Director - Regulatory
SD-SGD	Service Director - Strategic Growth and Development
SD-SP	Service Director - Strategic Projects