



SSDC Strategic & Corporate Risks Status on 17.05.2022

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V1.00

Strategic & Corporate Risk Summary Report 17/5/22



33

Total of Active/Live Risks

Inherent Score

0

Total Green Risks

1

Total Yellow Risks

22

Total Orange Risks

10

Total Red Risks

0

Total Risks In Development

Residual Score

4

Total Green Risks

8

Total Yellow Risks

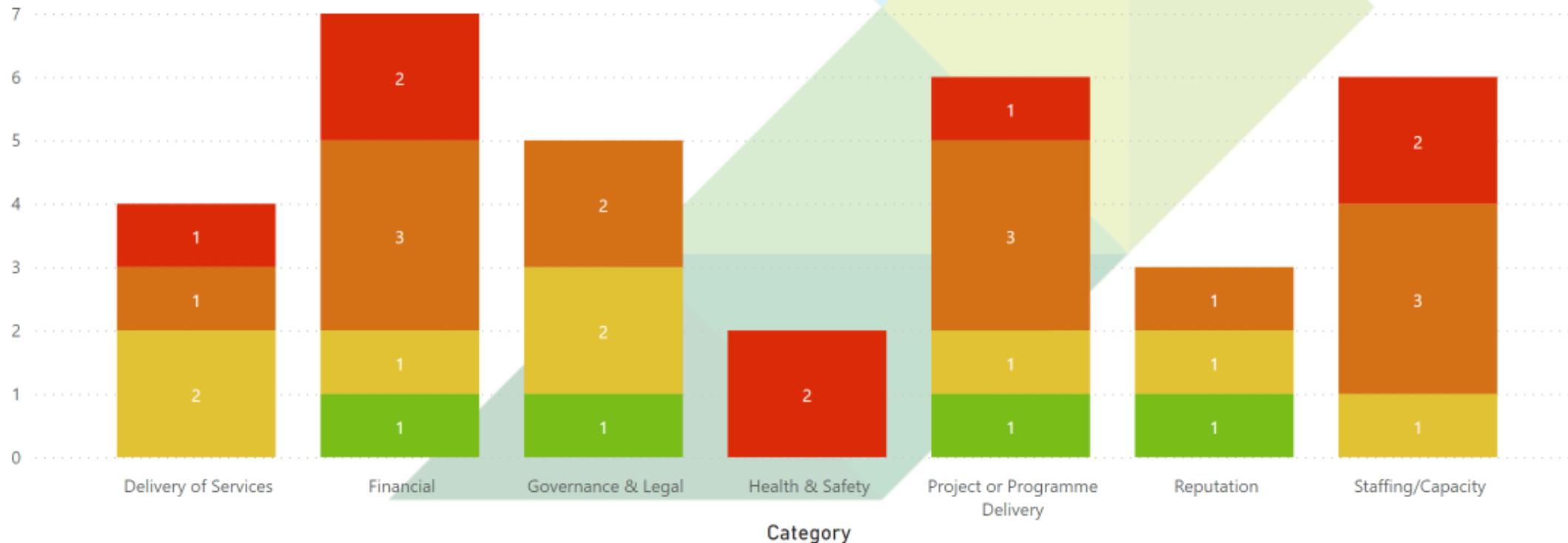
13

Total Orange Risks

8

Total Red Risks

Total Active Risks By Residual Score



Title	Risk Title	Risk Owner	RiskLevel	Category	Score ▼
DOS-02	Increasing numbers of public needing our services	Kirsty Larkins	(2) Corporate	Delivery of Services	25
FIN-06	Management of financial / commercial Investments	Karen Watling	(1) Strategic	Financial	23
HAS-01	Failures in Statutory compliance and practice - Health & Safety	Nicola Hix	(1) Strategic	Health & Safety	23
HAS-02	Poor implementation or failure of new Health and Safety framework (systems and infrastructure)	Jess Power	(2) Corporate	Health & Safety	23
PAP-04	Poor or partial planning and execution of strategic priority projects	Natalie Fortt	(2) Corporate	Project or Programme Delivery	23
FIN-03	Lower Business Rates Income than anticipated	Karen Watling	(2) Corporate	Financial	21
PEOPLE-03	Inability to recruit to meet resourcing needs	Brendan Downes	(2) Corporate	Staffing/Capacity	21
PEOPLE-04	Staff morale & wellbeing affected by organisational pressures and unitary transition	Brendan Downes	(2) Corporate	Staffing/Capacity	21
FIN-01	Rising costs of borrowing adding increased pressure on budgets	Karen Watling	(2) Corporate	Financial	20
FIN-02	Increase in inflation risking cost overspends	Karen Watling	(2) Corporate	Financial	20
PAP-01	LGR programe creates tensions shifting priorities / tensions between BAU & LGR work	Jan Gamon	(1) Strategic	Project or Programme Delivery	20
PAP-02	COVID - Supply Chain issues impacting the costs and delivery of materials and services	Jan Gamon	(1) Strategic	Project or Programme Delivery	20
PEOPLE-05	SSDC staff have a lack of change readiness/resilience to the LGR transition period	Brendan Downes	(2) Corporate	Staffing/Capacity	20
DOS-04	Risk to the confidentiality, integrity or availability of information assets due to malicious activity or user error.	Toffer Beattie	(2) Corporate	Delivery of Services	19
FIN-05	Further local or national pandemic restrictions impacting daily council business	Karen Watling	(2) Corporate	Financial	19
PAP-06	External project funding is less than anticipated	Natalie Fortt	(2) Corporate	Project or Programme Delivery	19
REP-01	Risk that SSDC members lose engagement and focus on strategic priorities post election during unitary transition	Jane Portman	(1) Strategic	Reputation	18
PEOPLE-06	Risk of deterioration in quality of work being delivered by staff	Brendan Downes	(2) Corporate	Staffing/Capacity	16
GAL-01	Failure in Statutory compliance and practice - Information Governance	Jill Byron	(1) Strategic	Governance & Legal	15
GAL-05	Failure to deliver mandatory statutory functions (e.g. planning, licensing)	Kirsty Larkins	(2) Corporate	Governance & Legal	15
PEOPLE-01	Risk of a potential lack of organisational capacity to deliver key objectives.	Nicola Hix	(1) Strategic	Staffing/Capacity	15
DOS-01	COVID - Risk of SSDC not being prepared for Business continuity issues / Civil contingency enactment	Nicola Hix	(1) Strategic	Delivery of Services	14
DOS-03	Ineffective or inadequate delivery to customers through SSDC partnerships	Kirsty Larkins	(1) Strategic	Delivery of Services	14
GAL-02	Failure in Statutory compliance and practice - Equalities	Jan Gamon	(1) Strategic	Governance & Legal	14
PAP-05	Loss of stakeholder support to projects	Natalie Fortt	(2) Corporate	Project or Programme Delivery	14
PEOPLE-02	Risk of failing to retain staff	Brendan Downes	(2) Corporate	Staffing/Capacity	14
GAL-03	Risk of officer or member inducement, bribery or corruption	Jill Byron	(2) Corporate	Governance & Legal	13
REP-03	Risk of reputational damage if regeneration projects are not delivered or proposed changes are not well presented.	Natalie Fortt	(2) Corporate	Reputation	13
FIN-04	Financial system risks	Paul Matravers	(2) Corporate	Financial	12
GAL-04	Failure to comply with corporate procedures	Jane Portman	(2) Corporate	Governance & Legal	9
REP-02	Risk of reputational harm to SSDC due to all ongoing issues	Richard Birch	(2) Corporate	Reputation	9
FIN-07	Governance and decision making around use of public money	Karen Watling	(1) Strategic	Financial	8
PAP-03	Lack of organisational knowledge base on projects	Natalie Fortt	(2) Corporate	Project or Programme Delivery	8



Inherent Score

LIKELIHOOD (A)	5 Certain >80% chance	0	0	0	6	4
	4 Probable 51 to 80% chance	0	0	3	6	3
	3 Possible 21 - 50% chance	0	0	1	6	3
	2 Unlikely 6 - 20% chance	0	0	0	1	0
	1 Remote 0-5% chance	0	0	0	0	0
		Minimal 1	Limited 2	Moderate 3	Significant 4	Catastrophic 5
IMPACT (B)						

Residual Score

LIKELIHOOD (A)	5 Certain >80% chance	0	0	1	3	1
	4 Probable 51 to 80% chance	0	0	3	5	0
	3 Possible 21 - 50% chance	0	2	5	3	4
	2 Unlikely 6 - 20% chance	0	2	2	1	0
	1 Remote 0-5% chance	0	0	0	1	0
		Minimal 1	Limited 2	Moderate 3	Significant 4	Catastrophic 5
IMPACT (B)						

33

Total Risks



Strategic & Corporate Risks: Delivery of Service 17/5/22



Title	Risk Title	RiskLevel	Risk Owner	Cause	Effect	Inherent Score	Residual Score
DOS-02	Increasing numbers of public needing our services	(2) Corporate	Kirsty Larkins	Cause: <ul style="list-style-type: none"> - COVID has increased stresses for low-income / families in poverty - Significant community impacts from COVID on the most vulnerable - increasing numbers of residents experiencing homelessness, food poverty, domestic violence, redundancy... 	Effect: <ul style="list-style-type: none"> - Increased demands on services - Increased service costs - shortfall in revenues - Increase in staffing requirements across all service areas 	25	25
DOS-04	Risk to the confidentiality, integrity or availability of information assets due to malicious activity or user error.	(2) Corporate	Toffer Beattie	Cause: <ul style="list-style-type: none"> - Compromise of the network by malicious actor leading to the introduction of malicious software (malware) - Unlawful or negligent use of data by members or officers - Breach of confidentiality on information or data SSDC holds 	Effect: <ul style="list-style-type: none"> - Inability to deliver services (customer and corporate) owing to loss of access to key computer systems - Inability to deliver services owing to the malicious encryption of data (Ransomware). - Loss of connection to the Government Network - Financial losses from legal action for breach of duty of confidence - Reputational harm for the authority - Inability to process payments - Loss of Data 	23	19
DOS-01	COVID - Risk of SSDC not being prepared for Business continuity issues / Civil contingency enactment	(1) Strategic	Nicola Hix	<ul style="list-style-type: none"> - Council not sufficiently prepared for major business continuity issues / business disruption - catastrophic event (accident, fire, flood, sabotage, contamination (pollution) or other restrictions - Environmental factors affect the access to and from the depot - Damage to council buildings, sites or facilities - Systems vulnerability to business disruption - Insufficient system and data resilience <p>Under COVID restrictions:</p> <ul style="list-style-type: none"> - Concurrent emergency event during COVID lockdown - Failure to formalise the revised planning & protocols for the evacuation of residents during the Covid-19 emergency situation. - PPE not available where and when required 	<ul style="list-style-type: none"> - Public denied access to council sites - Loss of function of a large proportion of staff - Staff unable to provide services to the public /Service provision failure - Failure to provide statutory services - Unable to fulfil financial obligations. - Unable to provide services to customers at the first point of contact - Failure of work flow for many council services <p>Under COVID restrictions:</p> <ul style="list-style-type: none"> - Health risk to residents and emergency responders, - Inadequate shelter (rest centre, temp accommodation) provision for those that need to be isolated. 	19	14



Strategic & Corporate Risks: Delivery of Service 17/5/22



Title	Risk Title	RiskLevel	Risk Owner	Cause	Effect	Inherent Score	Residual Score
DOS-03	Ineffective or inadequate delivery to customers through SSDC partnerships	(1) Strategic	Kirsty Larkins	Partnerships - LA / Private / strain & stress during transition phase Partners concerns about the future Poor partner selection and management key partners don't contribute fully	<ul style="list-style-type: none">- Partners withdraw services or cease operations- Increase in SSDC costs having to go to commercial partners or self fund- Services to vulnerable customers reduced or not available- Additional benefits not realised for community.	20	14



Strategic & Corporate Risks: Financial 17/5/22



Title	Risk Title	RiskLevel	Risk Owner	Cause	Effect	Inherent Score	Residual Score
FIN-06	Management of financial / commercial Investments	(1) Strategic	Karen Watling	Substantial amount of capital invested to deliver a yeild and annual income New Prudential Code hinders ability of SSDC to manage the portfolio in a commercial way to maximise income Over reliant on key individuals with specific skills in this area	Loss of income / revenue yeild Impairment of asset value Tenant management not to market standard	23	23
FIN-03	Lower Business Rates Income than anticipated	(2) Corporate	Karen Watling	Cause: - Funding from business rates is based on the accurate calculation of the NNDR1 form. - There is volatility in the estimates due to various factors, such as anticipated discretionary and mandatory reliefs, growth in the rateable value, bad debts, and volume of appeals. - All of these factors can affect the surplus or deficit position on the collection fund	Effect: - Potentially more use of reserves than anticipated - Organisational effort in collecting debts	25	21
FIN-01	Rising costs of borrowing adding increased pressure on budgets	(2) Corporate	Karen Watling	Cause: - Interest Rate rises or reductions. (Whilst interest rates remain low at 0.5% there is now an expectation that they will rise to at least 1% over the next two financial years to help curb rising inflation rates.) - SSDC has a high Capital Financing Requirement (indebtedness) and currently borrows on a short term basis through peer-to-peer lending, - Impact of LGR on making longer term borrowing decisions	Effect: - Challenge to viability of Regeneration projects - Additional pressure on revenue budgets due to increased borrowing costs or reduced investment income - Future impacts to new somerset council of not thinking longer term with regards to borrowing needs	20	20



Strategic & Corporate Risks: Financial 17/5/22



Title	Risk Title	RiskLevel	Risk Owner	Cause	Effect	Inherent Score	Residual Score
FIN-02	Increase in inflation risking cost overspends	(2) Corporate	Karen Watling	<p>- General inflation is expected to peak at 7% in the first quarter of the 2022/23 financial year</p> <p>- Inflation on fuel, gas and electricity is even higher (for example inflation on gas prices was some 28% in December 2021).</p> <p>Construction Projects- Construction inflation is currently running at 20% to 40%.</p> <p>Pay Awards:</p> <p>- 2021/22 pay award for local government services employees remains unresolved as the unions have rejected the employer's offer.</p> <p>- Negotiations on the pay award for 2022-23 do not form part of this year's dispute and will be considered separately once the pay award for 1 April 2021 has been finalised.</p>	<p>- Cost Overspend</p> <p>- unviable projects</p> <p>- 22/23 pay award maybe above the amounts estimated in these budget proposals.</p>	20	20
FIN-05	Further local or national pandemic restrictions impacting daily council business	(2) Corporate	Karen Watling	<p>Cause</p> <p>- Pandemic could continue in 2022/23 and in future years in a way that requires further responses</p>	<p>Effect</p> <p>- impacts on the Councils service provision and/or financial standing.</p> <p>- Impact on delivery of priority projects</p> <p>- Need to redirect resources to essential front line services & vulnerable customers.</p>	19	19



Strategic & Corporate Risks: Financial 17/5/22



Title	Risk Title	RiskLevel	Risk Owner	Cause	Effect	Inherent Score	Residual Score
FIN-04	Financial system risks	(2) Corporate	Paul Matravers	Cause: <ul style="list-style-type: none">- Breakdown in financial systems controls- Financial security regulations for card payments not met- Failure to produce accurate financial information leading to inability to produce financial accounts- Inappropriate access to systems by external or internal staff- payment of fraudulent invoices / Claim of fraudulent credit note- Counter and Cheque Fraud,- Counterparty risk in financial institutions collapsing that SSDC has lent money to.	Effect: <ul style="list-style-type: none">- Audit Challenge- Reputational- Innappropriate use / access of council systems	19	12
FIN-07	Governance and decision making around use of public money	(1) Strategic	Karen Watling	<ul style="list-style-type: none">- Officers pushing / rushing to get projects completed / money spent- Committing to projects that won't deliver pre April 2023- Insufficient governance & decision making- Loss of sight of priorities	Not achieveing Vfm outputs across SSDC during transiton phase	24	8



Strategic & Corporate Risks: Governance & Legal 17/5/22



Title	Risk Title	RiskLevel	Risk Owner	Cause	Effect	Inherent Score	Residual Score
GAL-01	Failure in Statutory compliance and practice - Information Governance	(1) Strategic	Jill Byron	Failure to comply with GDPR requirements Failure to comply with FOI requirements Failure to comply with environmental regulations (EIR)	Escalation to ICO Exposure to Penalties Potential reputational harm	20	15
GAL-05	Failure to deliver mandatory statutory functions (e.g. planning, licensing)	(2) Corporate	Kirsty Larkins	<p>This risk relates to tactical/ Operational Procedures e.g. Planning, Environmental Health. Only to Statutory Duties where we are obliged to act, not statutory powers, for which we have a discretion.</p> <p>Cause:</p> <ul style="list-style-type: none">- Failure to horizon scan changes in statutory duties- Insufficient resilience or resources in the service to maintain functions- Increased workloads through increased scope of duties (eg public residential building)- Employment Market challenges and pay	<p>Effect:</p> <ul style="list-style-type: none">- Resources and financial implications- Reputational Harm- Penalties- Judicial review / - Legal Challenge- Complaints to ombudsman- Potential for public harm- Increased costs to developers due to increased uncertaintyeffective regulation	21	15
GAL-02	Failure in Statutory compliance and practice - Equalities	(1) Strategic	Jan Gamon	Insufficinet account is taken of the needs of those with protected characteristics in the way we design services, develop projects or programmes.	Customers/Communities/Staff members are disadvantaged by our actions	15	14



Strategic & Corporate Risks: Governance & Legal 17/5/22



Title	Risk Title	RiskLevel	Risk Owner	Cause	Effect	Inherent Score	Residual Score
GAL-03	Risk of officer or member inducement, bribery or corruption	(2) Corporate	Jill Byron	Cause: <ul style="list-style-type: none">- Officers open to bribery from contractor, friend, family etc.- Inappropriate use of position as an officer to gain advantage for self or others, or disadvantage others.- Inappropriate use of position as a member o gain advantage for self or others, or disadvantage others. (Impacts reputation also)	Effect: Can impact many areas, examples being <ul style="list-style-type: none">- Inappropriate leniency when issuing completion certificates and/or approvals (Building Control),- reduced quotations for a favoured client or for financial gain (Building Control),- Inappropriate leniency when processing grant and loan applications.(Environmental Health)- Retrospective investigation on previous member decisions / Judicial Review.- Prosecution or penalties for organisation or individuals	15	13
GAL-04	Failure to comply with corporate procedures	(2) Corporate	Jane Portman	Cause: <ul style="list-style-type: none">- Onerous / Unworkable procedures- Perception that Internal processes can stifle opportunity- Lack of clarity on requirements- Perceived complexity of legislation (e.g. EU Procurement rules)- Lack of visibility or understanding of procedures by staff- outdated systems and policies- Bad Apples and Rotten Eggs- Lack of effective sanctions for non-compliance with procedures- Management failure to challenge poor practices	Effect: <ul style="list-style-type: none">- Non compliance in operations- financial losses- Cost of mitigation of breaches- Disciplinary actions leading to dismissal of staff.- Reputational damage	15	9



Strategic & Corporate Risks: Health & Safety 17/5/22



Title	Risk Title	RiskLevel	Risk Owner	Cause	Effect	Inherent Score	Residual Score
HAS-01	Failures in Statutory compliance and practice - Health & Safety	(1) Strategic	Nicola Hix	Lack of up to date Policy and compliance documents in high risk areas eg Lufton Single point of failure eg O license holder Newly adopted Health & Safety policy not yet embedded Individual service health & safety policies (chapter 4) to be completed or updated Newly adopted Fire Safety and First aid provision not yet embedded Statutory LMS training not yet completed Service training matrix in need of development	Higher level of accidents and incidents Financial exposure (insurance claims) inability to deliver services through non compliance eg fleet and O license Lack of staff awareness and an increased risk to staff due to lack of training Potential unsafe working practices due to lack of policy development	24	23
HAS-02	Poor implementation or failure of new Health and Safety framework (systems and infrastructure)	(2) Corporate	Jess Power	This Health and Safety risk is about the (potential) limitations of the system/infrastructure of H&S management at the Council • Failure to manage the health and safety risk of the Council's undertakings • Lack of Health and Safety training • Lack of awareness and understanding of duties and responsibilities • Lack of staff resources to carry out the required Health and Safety tasks • Failure of operational teams to adopt and implement the new Health and Safety framework	• Failure to protect the Public and Staff (Health and Safety) • Increase in the number of health and safety incidents/accidents and near misses • Inability to carry out roles safely and effectively • Potential Impact of Death or injury • Damage to reputation • Key Health and Safety work is delayed or missed • Litigation or prosecutions • Financial claims and increasing insurance premiums	24	23



Strategic & Corporate Risks: Project or Programme Delivery 17/5/22



Title	Risk Title	RiskLevel	Risk Owner	Cause	Effect	Inherent Score	Residual Score
PAP-04	Poor or partial planning and execution of strategic priority projects	(2) Corporate	Natalie Fortt	Cause: - Funds withdrawn and no improvements planned or interventions undertaken - Insufficient PM expertise within SSDC with sufficient knowledge, experience and time to deliver proposals - Insufficient Organisational in-house resources to inhabit project team structure - Inadequate Project {Planning methodologies} - Lack of organisational capacity to have fully scoped project teams - Inefficient decision making processes (e.g. tolerances not defined, not reporting by exception, lack of empowerment.)	Effect: - Project (or part) could be abandoned - delays, poor quality schemes with additional costs - Projects fail to deliver required project outputs or programme outcomes - Reputational harm - Member dissatisfaction - Project dependencies affected: e.g. non delivery of council priorities. - Deteriorating Staff morale	23	23
PAP-01	LGR programe creates tensions shifting priorities / tensions between BAU & LGR work	(1) Strategic	Jan Gamon	Transition between current arrangements and new unitary. LGR Discovery work highlights areas of existing weakness/gaps that need immediate attention	Officers are put under undue pressure to meet competing priorities, with attendant increase in recorded absence Officers seek employment outside of SSDC, with further negative impact on available resource	21	20
PAP-02	COVID - Supply Chain issues impacting the costs and delivery of materials and services	(1) Strategic	Jan Gamon	COVID - Inability to procure construction contractors (compaby failures) - Inability of contractors to mobilise because of shortages of key staff/equipment - Inability to procure designers because of demise of companies - Lack of availability of materials as a result of suspension of manufacture and competition - Potential restrictions being reintroduced which impact BAU on facilities/construction sites	Increased cost of materials Delays in delivery of materials, which in turn leads to increased cost Increased cost of supply, due to demand-led environment	20	20
PAP-06	External project funding is less than anticipated	(2) Corporate	Natalie Fortt	- Government's approach to town centres and regeneration could change, leading to, for example, to the reallocation of the Future High Streets Fund monies being allocated elsewhere. - Inability to create own funding from asset sales	Inabiity to deliver all or part of agreed projects	19	19



Strategic & Corporate Risks: Project or Programme Delivery 17/5/22



Title	Risk Title	RiskLevel	Risk Owner	Cause	Effect	Inherent Score	Residual Score
PAP-05	Loss of stakeholder support to projects	(2) Corporate	Natalie Fortt	<ul style="list-style-type: none">- Stakeholders do not support plans for progression or cannot reach consensus (4)- Political impact, pressures and changes to member composition of Council, together with elections (5)- Failure of relationships with delivery partners (3)	<ul style="list-style-type: none">- Regeneration proposals cannot be delivered, e.g. Highways Authority does not support public realm schemes (3)- Impacts on delivery of Heritage and Conservation projects, which require stakeholder support e.g South West Heritage Trust, English Heritage	21	14
PAP-03	Lack of organisational knowledge base on projects	(2) Corporate	Natalie Fortt	<p>Cause:</p> <ul style="list-style-type: none">- Dependency on a single key member of staff- Single points of failure in project teams- Poor information sharing, capture, management and monitoring- Poor knowledge exchange within projects and across organisation	<p>Effect:</p> <ul style="list-style-type: none">- loss of knowledge and delays should single points of reliance leave or be unavailable for a period of time- Failure to learn- Repeat of poor practice- No lessons learned culture- Poor project selection and execution- Poor handover to project managers (succession planning)	18	8



Strategic & Corporate Risks: Reputation 17/5/22



Title	Risk Title	RiskLevel	Risk Owner	Cause	Effect	Inherent Score	Residual Score
REP-01	Risk that SSDC members lose engagement and focus on strategic priorities post election during unitary transition	(1) Strategic	Jane Portman	Member led authority (60 members) Uncertainty whether members wish to be part of the new unitary SSDC members are not elected to the new authority Political Tensions - Dual members, and members focus on the new authority Conflict between Member Priorities v Strategic ambitions Political aspiration and campaigning strategies	Political oversight weakens during transition Lose engagement & oversight pre & post elections Weakens our focus on strategic priorities we are committed to Member resignation	19	18
REP-03	Risk of reputational damage if regeneration projects are not delivered or proposed changes are not well presented.	(2) Corporate	Natalie Fortt	- Adverse publicity - Decisions could still be made by boards which are unpalatable for wider stakeholders...	- Damages perceived value of programme delivery - Detracts from positive impacts - Could negatively impact on wider council, not only on programme	19	13
REP-02	Risk of reputational harm to SSDC due to all ongoing issues	(2) Corporate	Richard Birch	LGR pressure exposing existing areas of weakness - taking eye off BAU Reduced organisational scrutiny due to capacity Increased external scrutiny around performance and controls Could lead to an event causing further reputational harm to SSDC Significant changes to political landscape affecting members engagement.	Reduces resources, weakens perception of organisational controls and position of SSDC place at the LGR table; ineffective communications when behaviour change is required (external – residents, businesses, stakeholders/partners) leading to increased strain on Connect or other services	14	9



Strategic & Corporate Risks: Staffing/Capacity 17/5/22



Title	Risk Title	RiskLevel	Risk Owner	Cause	Effect	Inherent Score	Residual Score
PEOPLE-03	Inability to recruit to meet resourcing needs	(2) Corporate	Brendan Downes	<p>Market Challenges (Payrates) LGR - uncertainty Current fixed term strategy Reputation in some professional / technical area Shortages and demographiic shift in come professional fields (planning,) South Somerset is not geographically well placed to recruit.</p>	<p>Impact on BAU delivery Stresses on existing workload to backfill gaps Customer and stakeholder impacts Turnover, sickness and retention challenges Reliance on temporary staff</p>	25	21
PEOPLE-04	Staff morale & wellbeing affected by organisational pressures and unitary transition	(2) Corporate	Brendan Downes	<p>Uncertainty around LGR Transition Organisational pressures. The impact on staff of the speed and additional work that has to be undertaken through transition</p> <ul style="list-style-type: none"> - Poor care of staff - Perceived lack of leadership understanding and action to address employee concerns/uncertainty (volumes of work, uncertainty of the future) - Lack of understanding on when the LGR unknowns will become clear - Disruption to existing teams due to redeployment to LGR - Increasingly individualised organisational culture (self protection) - Loss of SSDC Cultural strengths which could be of support - Lack of social / workplace connection 	<p>Falling Retention Sickness rates Employee Disengagement Failure of services Staff Burnout</p> <ul style="list-style-type: none"> - Loss of capacity due to illness - Loss of capacity due to turnover/ attrition - Inability to deliver services - Impacts of support services - Poor behaviours leading to employee relations issues - Productivity impacts - Demand on wellbeing/advisory services 	21	21
PEOPLE-05	SSDC staff have a lack of change readiness/resilience to the LGR transition period	(2) Corporate	Brendan Downes	<p>LGR Programme SSDC will have to go through TUPE Some teams and individuals still recovering from Transformation No dedicated internal change management resource</p>	<p>SSDC staff fail to adopt the change culture /mentality that is rrquired / expected of them Wellbing impacts Potential for Resistance to change effort (becomes harder to move programme forward intrenally) Missed transition opportunities Lack of engagement to the programme or existing BAU.</p>	20	20



Strategic & Corporate Risks: Staffing/Capacity 17/5/22



Title	Risk Title	RiskLevel	Risk Owner	Cause	Effect	Inherent Score	Residual Score
PEOPLE-06	Risk of deterioration in quality of work being delivered by staff	(2) Corporate	Brendan Downes	Cause: <ul style="list-style-type: none">- Staff sickness & absence- Workload pressures leading to shortcuts being taken and errors made- inadequate training- increase in number of staff giving advise other than experts (e.g. Pest Officers)- Lack of Multi-skilling / cross functional training. (Single point of failure)- burn out from additional tasks and increased workload - LGR effort is on top of BAU, resources are the same.	Effect: <ul style="list-style-type: none">- Customer dissatisfaction and Complaints- Failure to give correct advice/guidance- Inappropriate Professional Advice- Failing to meet timescales/limitation periods,	21	16
PEOPLE-01	Risk of a potential lack of organisational capacity to deliver key objectives.	(1) Strategic	Nicola Hix	<ul style="list-style-type: none">- Inability to retain staff and attract new recruits- Poor resilience and staff unable to cope with change- Over Reliance on Key staff / Single Points of Failure- Recruitment shortage in key areas where national issue- COVID impacts- LGR transition workstreams- Delays in internal financial approvals to recruitments.- Number of staff on contracts ending April 2023.- Wellbeing, illness and burnout of staff- Reduction in discretionary effort	<ul style="list-style-type: none">- Inability to deliver the BAU services.- Impact on LGR programme delivery- Initiatives and work becomes delayed, Jeopardising future delivery- productivity losses- Insufficient availability of appropriate skills within the organisation to deliver- Low morale and motivation in the workforce- stress and mental health issues.- Reshuffle and organisational effort to backfill/redeploy/recruit to vacancies	21	15



Title	Risk Title	RiskLevel	Risk Owner	Cause	Effect	Inherent Score	Residual Score
PEOPLE-02	Risk of failing to retain staff	(2) Corporate	Brendan Downes	<p>Cause:</p> <ul style="list-style-type: none">- Morale of staff (low enjoyment levels, too much pressure, too little capacity, lack of tools / job role design)- Organisation moving faster than staff can cope with- Better pay available in private sector- Colleagues who left in transformation positive about life after SSDC- professional development and growth to staff who then move outside the organisation- Age profile of staff- Gaps in resource + backlogs forming- Added uncertainty around LGR- Use of fixed term contracts (lower job security)	<p>Effect:</p> <ul style="list-style-type: none">- Limited resilience, poor wellbeing- Unmet resource demand in the future- Inadequate service delivery to community- Losing the goodwill of staff who have identified themselves as available but yet to be redeployed/ engagement across the system- Insufficient workforce capacity to fill critical roles- Significant HR resource needed having to repeat recruitment activity into posts.- Service provision failure- Higher spending on external resources- Reputational risk - SSDC not employer of choice- Financial impact due to overspend of missing income target- Customer can't get Housing benefits payments and risk losing home- Homelessness not prevented- Planning delays- Council can't collect council tax / business rates	25	14