



SSDC Strategic and Corporate Risks Status on Q1. 2022-23

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Risk Report Summary

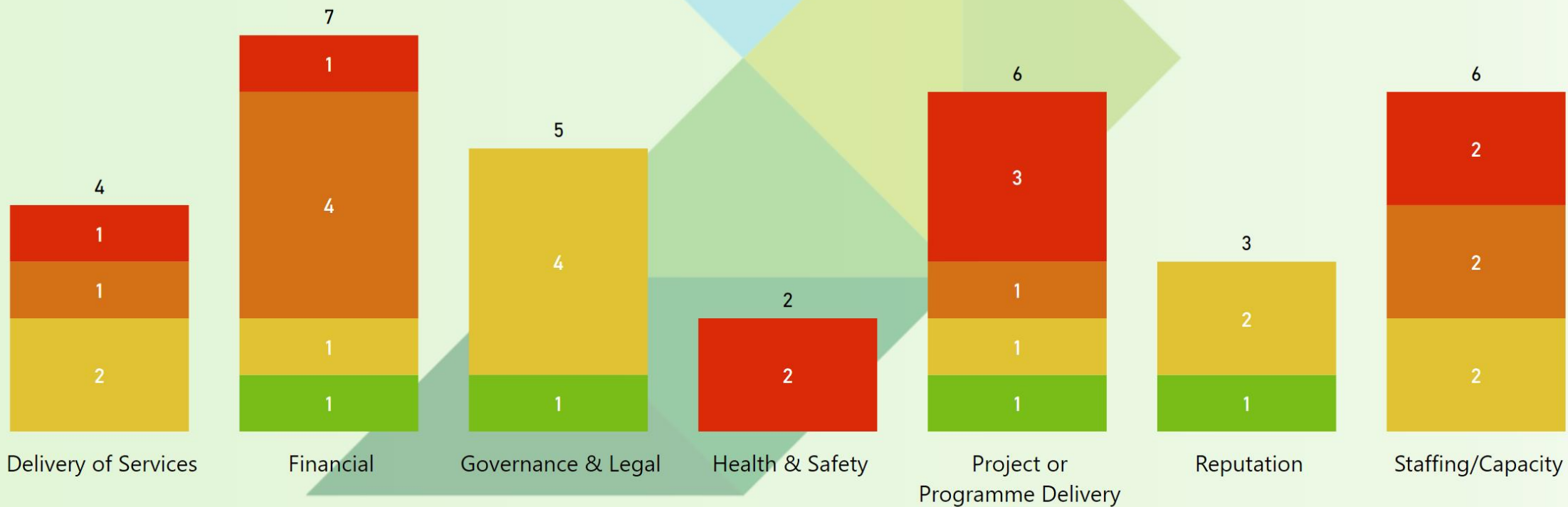


Inherent Score

0	5	11	17
Total Green Risks	Total Yellow Risks	Total Orange Risks	Total Red Risks

Residual Score

4	12	8	9
Total Green Risks	Total Yellow Risks	Total Orange Risks	Total Red Risks





Inherent Score

Residual Score

LIKELIHOOD (A)	5 Certain >80% chance	0	0	0	6	5
	4 Probable 51 to 80% chance	0	0	2	5	2
	3 Possible 21 - 50% chance	0	0	3	5	4
	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)						

LIKELIHOOD (A)	5 Certain >80% chance	0	0	1	5	1
	4 Probable 51 to 80% chance	0	0	2	3	0
	3 Possible 21 - 50% chance	0	2	4	3	3
	2 Unlikely 6 - 20% chance	0	2	5	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

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
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
PAP-01	LGR programme creates tensions shifting priorities / tensions between BAU & LGR work	Jan Gamon	(1) Strategic	Project or Programme Delivery	21
PAP-02	Capital costs are spiralling	Jan Gamon	(1) Strategic	Project or Programme Delivery	21
PEOPLE-03	Inability to recruit to meet resourcing needs	Amanda Kotvics	(2) Corporate	Staffing/Capacity	21
PEOPLE-04	Staff morale & wellbeing affected by organisational pressures and unitary transition	Amanda Kotvics	(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
PEOPLE-05	SSDC staff have a lack of change readiness/resilience to the LGR transition period	Amanda Kotvics	(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
FIN-06	Management of commercial Investments	Karen Watling	(1) Strategic	Financial	18
PEOPLE-06	Risk of deterioration in quality of work being delivered by staff	Amanda Kotvics	(2) Corporate	Staffing/Capacity	16
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

Title	Risk Title	Risk Owner	RiskLevel	Category	Score
DOS-03	Ineffective or inadequate delivery to customers through SSDC partnerships	Kirsty Larkins	(1) Strategic	Delivery of Services	14
GAL-01	Failure in Statutory compliance and practice - Information Governance	Jill Byron	(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	Amanda Kotvics	(2) Corporate	Staffing/Capacity	14
DOS-01	COVID - Risk of SSDC not being prepared for Business continuity issues / Civil contingency enactment	Nicola Hix	(1) Strategic	Delivery of Services	13
GAL-02	Failure in Statutory compliance and practice - Equalities	Jan Gamon	(1) Strategic	Governance & Legal	13
GAL-03	Risk of officer or member inducement, bribery or corruption	Jill Byron	(2) Corporate	Governance & Legal	13
REP-01	Risk that SSDC members lose engagement and focus on strategic priorities post election during unitary transition	Jane Portman	(1) Strategic	Reputation	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



Quarterly Strategic & Corporate Risk Movements



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

Strategic & Corporate Risk: Delivery of Service Q1 2022



Title	RiskTitle	RiskLevel	Owner	Cause	Effect	InherentScore	ResidualScore
DOS-02	Increasing numbers of public needing our services	(2) Corporate	Kirsty Larkins	Cause: - 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: - 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: - 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: - 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



Strategic & Corporate Risk: Delivery of Service Q1 2022



Title	RiskTitle	RiskLevel	Owner	Cause	Effect	InherentScore	ResidualScore
DOS-03	Ineffective or inadequate delivery to customers through SSDC partnerships	(1) Strategic	Kirsty Larkins	<ul style="list-style-type: none"> 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
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	13

Strategic & Corporate Risk: Finance Q1 2022



Title	RiskTitle	RiskLevel	Owner	Cause	Effect	InherentScore	ResidualScore
FIN-03	Lower Business Rates Income than anticipated	(2) Corporate	Karen Watling	<p>Cause:</p> <ul style="list-style-type: none"> - 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 	<p>Effect:</p> <ul style="list-style-type: none"> - 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	<p>Cause:</p> <ul style="list-style-type: none"> - 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 	<p>Effect:</p> <ul style="list-style-type: none"> - 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
FIN-06	Management of commercial Investments	(1) Strategic	Karen Watling	<p>Substantial amount of capital invested to deliver a yield and annual income</p> <p>New Prudential Code hinders ability of SSDC to manage the portfolio in a commercial way to maximise income</p> <p>Over reliant on key individuals with specific skills in this area</p>	<p>Loss of income / revenue yield</p> <p>Impairment of asset value</p> <p>Tenant management not to market standard</p>	23	18

Strategic & Corporate Risk: Finance Q1 2022



Title	RiskTitle	RiskLevel	Owner	Cause	Effect	InherentScore	ResidualScore
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 Risk: Finance Q1 2022



Title	RiskTitle	RiskLevel	Owner	Cause	Effect	InherentScore	ResidualScore
FIN-04	Financial system risks	(2) Corporate	Paul Matravers	Cause: - 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: - 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	- 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	23	8



Strategic & Corporate Risk: Governance & Legal Q1 2022



Title	RiskTitle	RiskLevel	Owner	Cause	Effect	InherentScore	ResidualScore
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-01	Failure in Statutory compliance and practice - Information Governance	(1) Strategic	Jill Byron	<p>Failure to comply with GDPR requirements</p> <p>Failure to comply with FOI requirements</p> <p>Failure to comply with environmental regulations (EIR)</p>	<p>Escalation to ICO</p> <p>Exposure to Penalties</p> <p>Potential reputational harm</p>	20	14
GAL-02	Failure in Statutory compliance and practice - Equalities	(1) Strategic	Jan Gamon	<p>Insufficinet account is taken of the needs of those with protected characteristics in the way we design services, develop projects or programmes.</p>	<p>Customers/Communities/Staff members are disadvantaged by our actions</p>	15	13
GAL-03	Risk of officer or member inducement, bribery or corruption	(2) Corporate	Jill Byron	<p>Cause:</p> <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) 	<p>Effect:</p> <p>Can impact many areas, examples being</p> <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 penal ies for organisation or individuals 	15	13

Strategic & Corporate Risk: Governance & Legal Q1 2022



Title	RiskTitle	RiskLevel	Owner	Cause	Effect	InherentScore	ResidualScore
GAL-04	Failure to comply with corporate procedures	(2) Corporate	Jane Portman	Cause: <ul style="list-style-type: none">- Onerous / Unworkable/Outdated policies and procedures- Perception that internal processes can stifle opportunity and are not strictly enforced- Lack of clarity and visibility on requirements- Perceived complexity of legislation (e.g. EU Procurement rules)- Lack of visibility or understanding of procedures by staff- outdated systems and policies- 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	14	9



Strategic & Corporate Risk: Health & Safety_Q1_2022



Title	RiskTitle	RiskLevel	Owner	Cause	Effect	InherentScore	ResidualScore
HAS-01	Failures in Statutory compliance and practice - Health & Safety	(1) Strategic	Nicola Hix	<p>Lack of up to date Policy and compliance documents in high risk areas eg Lufton</p> <p>Single point of failure eg O license holder</p> <p>Newly adopted Health & Safety policy not yet embedded</p> <p>Individual service health & safety polices (chapter 4) to be completed or updated</p> <p>Newly adopted Fire Safety and First aid provision not yet embedded</p> <p>Statutory LMS training not yet completed</p> <p>Service training matrix in need of development</p>	<p>Higher level of accidents and incidents</p> <p>Financial exposure (insurance claims)</p> <p>inability to deliver services through non compliance eg fleet and O license</p> <p>Lack of staff awareness and an increased risk to staff due to lack of training</p> <p>Potential unsafe working practices due to lack of policy development</p>	24	23
HAS-02	Poor implementation or failure of new Health and Safety framework (systems and infrastructure)	(2) Corporate	Jess Power	<p>This Health and Safety risk is about the (potential) limitations of the system/infrastructure of H&S management at the Council</p> <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 Risk: Project or Programme Delivery Q1 2022



Title	RiskTitle	RiskLevel	Owner	Cause	Effect	InherentScore	ResidualScore
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	21	21
PAP-02	Capital costs are spiralling	(1) Strategic	Jan Gamon	COVID - Inability to procure construction contractors (compaby failures) - 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 INFLATION Inflation has now reached c.9% generally and c.15% in construction industry	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	25	21

Strategic & Corporate Risk: Project or Programme Delivery Q1 2022



Title	RiskTitle	RiskLevel	Owner	Cause	Effect	InherentScore	ResidualScore
PAP-06	External project funding is less than anticipated	(2) Corporate	Natalie Fortt	<ul style="list-style-type: none"> - 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 	Inability to deliver all or part of agreed projects	19	19
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



Strategic & Corporate Risk: Reputation Q1 2022



Title	RiskTitle	RiskLevel	Owner	Cause	Effect	InherentScore	ResidualScore
REP-01	Risk that SSDC members lose engagement and focus on strategic priorities post election during unitary transition	(1) Strategic	Jane Portman	<p>Member led authority (60 members) Some Members elected to SCC, others not. Those not elected may lose their current level of engagement Political Tensions - Twin hatted members may focus on their role in SCC and the implementation of the new authority rather than SSDC Conflict between Member Priorities v Strategic ambitions - Members wanting to deliver on their priorities rather than priorities set out in the corporate paln</p>	<p>Political oversight weakens during transition Lose engagement & oversight post elections Weakens our focus on strategic priorities we are committed to Member resignation</p>	14	13
REP-03	Risk of reputational damage if regeneration projects are not delivered or proposed changes are not well presented.	(2) Corporate	Natalie Fortt	<p>- Adverse publicity - Decisions could still be made by boards which are unpalatable for wider stakeholders...</p>	<p>- Damages perceived value of programme delivery - Detracts from positive impacts - Could negatively impact on wider council, not only on programme</p>	19	13
REP-02	Risk of reputational harm to SSDC due to all ongoing issues	(2) Corporate	Richard Birch	<p>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.</p>	<p>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</p>	14	9

Strategic & Corporate Risk: Staffing/Capacity_Q1_2022



Title	RiskTitle	RiskLevel	Owner	Cause	Effect	InherentScore	ResidualScore
PEOPLE-03	Inability to recruit to meet resourcing needs	(2) Corporate	Amanda Kotvics	<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	Amanda Kotvics	<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	Amanda Kotvics	<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 rquired / 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 Risk: Staffing/Capacity_Q1_2022



Title	RiskTitle	RiskLevel	Owner	Cause	Effect	InherentScore	ResidualScore
PEOPLE-06	Risk of deterioration in quality of work being delivered by staff	(2) Corporate	Amanda Kotvics	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, recources 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

Strategic & Corporate Risk: Staffing/Capacity_Q1_2022



Title	RiskTitle	RiskLevel	Owner	Cause	Effect	InherentScore	ResidualScore
PEOPLE-02	Risk of failing to retain staff	(2) Corporate	Amanda Kotvics	Cause: <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) 	Effect: <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

