

Strategic Risk Register

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#	Risk Title	Description	What is (or are the) Uncertainties	Likelihood	Financial	Service Quality	Reputation	Legal/Regulatory	Health & Safety	Morale/Staffing	Oct 19 Risk Score	March 20 Risk Score	Current Risk Score	Change (March 20 to Now)	Mitigating Actions / Internal Controls	Latest Note (as at June 2020)
SH2	Adherence to Medium Term Financial Strategy	Failure to sustain a robust on-going medium term financial strategy in SHDC with adequate reserves to meet unforeseen circumstances, due to cost pressures and reduced income targets, council decisions, changes in Government policy with regard to business rates and affordable housing; Potential impact on delivering the MTFs, particularly if national/regional businesses successfully appeal against business rate valuations or litigation proceedings / legal challenges / planning appeals, etc.	Reduction in Government grant, increasing demand for services and other cost pressures and increased risks associated with localised business rates and council tax support. Additionally, income from activities may not materialise or may be reduced, e.g. business rate appeals or a reduction in the commercial property market. The amount of income received can be adversely affected by a fall in collection rates due to economic downturn and other factors such as the bankruptcy/liquidation of large ratepayers or any sizeable rateable value reductions achieved by business rated properties in the area. Business rates pilot 2018/19 – 100% local business rate retention of growth above baseline is confirmed for one year only. Devon Authorities applied for a further year of business rates pilot for 2019/20 at 75% of local business rate retention, but were unsuccessful as only authorities who were not part of the original pilot were chosen.	5	5	4	4	4	2	3	16	16	25	+	Robust horizon scanning to monitor changes in Government policy. SLT awareness of the risks, cautious approach to budgeting and robust systems of financial control. The Council is not intending to rely heavily on sources of income which may not be sustainable. SLT actively participate in Government consultations, MP discussions and keep aware of changes and the response by peer group, ensuring where appropriate the learning from this is incorporated into strategic plans. SLT engaged in the development of the MTFs. Latest MTFs approved by Council September 2019 with Member Workshops in both Councils held in November 2019.	The Budget for 2020-21 was approved by Council in February 2020. Waste contract procurement has delivered significant financial savings. Grounds maintenance business review and ICT review to be carried out to deliver either growth opportunity or efficiencies in working methods. Since the budget was set in February, the impact of Covid-19 has begun impacting on the Council's finances. The gross service expenditure budget for 2020/21 was set at £40 million (£9.411 million net). Actual net revenue expenditure is forecast to be over budget by £2.588 million when compared against the total budget set for 2020/21, due mainly to the impact of the Covid 19 pandemic. The significant extent of these predicted losses present imminent funding challenges for the Council. With income falling, unemployment expected to rise and a lack of certainty around funding, there are going to be difficult decisions to be made. A Members' Budget Workshop will be arranged for August 2020. Council will be asked to consider a revised budget for 2020-21 at the September 2020 cycle of meetings.
SH8	Covid-19 (Coronavirus) impact on services	Covid-19 (Coronavirus) will impact on the ability for the Council to deliver its services leading to a drop in operational performance and customer satisfaction. There will be additional financial implications	The situation evolves on a daily basis and there are many	5	3	5	3	3	4	4	12	12	25	+	Incident Planning is well underway but this has already meant a significant impact on service delivery with most of the Senior and Extended Leadership now focusing on ensuring our response plans are robust. A separate risk register is monitoring the impacts of COVID-19	The Councils Management Team undertook planning of a 'Pandemic Flu' scenario in February 2020 to prepare for the Covid-19 pandemic. We have also made many changes to the services that are being delivered, stopping some and changing others to align to our response. As a result of Covid-19, the Council will need to reconsider its budget for this current year and make plans for future years to address the financial impacts. There are likely to be direct impacts on:- - Housing and Benefits - Increased service demand as the economic impact is realised - Environmental Health - support to businesses as well as enforcement of government policy around reopenings - our Corporate Strategy which may no longer reflect our priorities - Delivery of current projects such as the Future IT Project and Waste Service Changes
SH3	Service Performance	Any service failure or degradation of service impacts on the customer, which then impacts on all areas of the council and members	Process implementation is now complete. Uncertainties could be due to a lack of appropriate resources . In the past, a lack of appropriate resource and the T18 transformation and change in processes combined to affect our ability to deliver appropriately on occasion. This pressure was increased due to county and general elections in 2017.	5	3	4	4	3	2	4	12	16	20	+	A Customer Survey was carried out in Autumn 2018 and staff Customer Away days were held in September 2018. Getting it right the first time, getting back to people appropriately and more timely. Better channel recognition to clear responses. Keep better records. Appropriate resources in the right places. Plan to commence measuring customer satisfaction during 17/18. Increased customer engagement; new complaints policy in place. Ongoing review of internal and external policies.	The Customer Satisfaction survey undertaken in 2019 shows an encouraging improvement in overall customer satisfaction levels. We will continue to ensure that progress is made to further improve satisfaction. In December 2019, as part of the Extended Leadership restructure, we created a Customer Improvement Manager post to lead these improvements. Covid-19 has impacted service performance, with some services having to stop delivering services to ensure that we comply with Government guidance to ensure our employees were kept safe. That said, it must be noted that the vast majority of office based employees have been able to continue undertaking their work from home from day 1 of the lockdown. Business Managers have been asked to undertake a review of service performance across the Council during the past 3 months to inform future planning.

SH6	Inadequate Staffing Resource	Failure to have sufficient staffing arrangements. Loss of staff morale, and inadequate resources for training and re-skilling in an ongoing period of change. Failure to engage staff resulting in uncertainty regarding changes in working practices and job security. Particular risk in relation to future terms and conditions. Cost and time of retraining/up-skilling staff. Unrealistic expectations in relation to staffing capacity.	Performance being reviewed to understand whether resourcing levels are correct; difficult to assess accurately as organisation continues to experience change effects and processes being embedded / roll-out of new technology and working practices	4	3	3	3	2	2	4	12	12	16	✗	Customer Satisfaction Survey has been initiated and staff away days undertaken to update staff and embed solutions to tackle issues raised. Mechanism in place for ELT to appoint within budget where appropriate without recourse to SLT. Apprenticeship scheme developed by HR.	The Council quickly moved to a 'Working at Home' scheme for all employees that could work from home in order to ensure that we minimised any risks to staff, and in turn, ensure that we did not experience any significant reductions in staff numbers. So far, we have not experienced levels of un-planned absences above what we would normally see at this time of year. A staff survey was undertaken to 'check-in' on staff which on the whole saw positive responses. Managers are regularly catching up with staff over skype and SLT are holding frequent staff briefings to keep them updated.
SH1	Political Commitment for Change	On-going political commitment to support changes needed for ongoing financial sustainability & community resilience	Considerable external change with devolution and Governmental funding cuts; leading to uncertainty within the South West and beyond.	4	4	3	4	4	1	4	16	16	16	■	Keep Members informed and updated on central government policy relating to local government services. Provide Members with training and ongoing development. Ensure Members are fully briefed on options within the policy and budgetary framework in order to inform decisions. Ensure policy changes are brought forward in a timely way for decision making, that due process is followed and that there is appropriate consultation, information and scrutiny. Provide regular L&DL briefings, group meetings and Member briefings and drop-ins.	We continue to keep Members informed on policy changes which has become even more crucial during the Covid-19 pandemic. SLT continue to attend Member briefings. Despite Covid-19, the Council has continued to hold key meetings via Skype and has so far held two Full Council meetings and an Overview & Scrutiny Meeting. All-Member workshops will be held during the summer to develop the Councils Covid-19 recovery plan which will be considered by Full Council in September 2020.
SH8	Health and Wellbeing Service Provision	Covid-19 has a significant impact on Leisure provision given the nature of activities and hygiene requirements. The risk is that as leisure centres make adjustments to reduce the risk of Covid-19 to both staff and customers, the capacity of the centres is significantly reduced while many overheads and operating costs remain the same.	There are many uncertainties:- - When leisure centres may reopen - When they do open, what will the customer appetite be - How long any measures that reduce capacity will have to remain in place	4	4	2	2	2	4	2				New	- Engage with Leisure Services provider to understand issues and support where possible - Continue to monitor local and national position (given that all Leisure providers will be in the same position)	Discussions continue with our Leisure Services provider who will continue to develop plans for safe reopening when allowed. Measures will include signage, pre-booking to limit numbers etc The Council has been successful in securing a Sport England grant (Lottery Funding of £4,560 across both Councils) for external support to ensure that the impact on the contract is minimised and the Centres are in the best position to adapt and react to the future environment, delivering services for customers which enhance key outcomes (such as increased health and wellbeing). The work will result in a remobilisation action plan and a check and challenge of the current arrangements.
SH4	Business Continuity	Officers fail to develop robust processes to ensure business continuity in the event of a significant event occurring, e.g. Failure to ensure the continuous availability of critical IT systems	Following the event, how quickly will certain systems and processes be able to be back on-line	3	3	5	4	2	3	3	12	12	15	✗	Having two HQ locations is main mitigating factor - however an outage of power/ICT at either location would lead to a serious disruption of service. Agile working further reduces reliance on two office buildings. Locality workers can be despatched more easily to ensure customer engagement can be maintained during any incident. Business Continuity plans have been updated - priority areas - ICT Networking - Payroll & Creditors Payments; other plans need to be made more robust	The last few months have been the most significant test of the Councils Business Continuity plans in many years. We continue to keep Members informed on policy changes which has become even more crucial during the Covid-19 pandemic. Officers have implemented weekly Business Continuity Management meetings to continually monitor the impact on the Council and rapidly respond to issues. This has been effective in ensuring an effective response. Weekly BCP meetings will continue to be held (although reducing to once a week) with recovery meetings now also being scheduled weekly
SH7	Delivery of waste & recycling service changes	The risk is that there is a delay to the introduction of the new aligned services resulting in increased costs and potentially reputational impacts if not timed well with communications	Date of introduction has been put back due to various C-19 effects on suppliers. Earliest date of new service introduction is now likely to be March 2021. Additional costs are not clear at this point. Increased reputational damage risk due to timing of public communications. Ivybridge Build timescales are also uncertain given the C19 impacts	5	3	1	2	1	1	1			15	New	Continued management and officer focus on this area to ensure risk is minimised as much as possible Ongoing dialogue between contractor (FCC) and the Council	Date of introduction has been put back due to various C-19 effects on suppliers. Earliest date of new service introduction is now likely to be March 2021. Officers continue to work with contractor to assess additional costs as a result of the delay although they are not clear at this point. We continue to work to minimise reputational damage due to the delay and are reviewing timing of public communications about changes

SH5	Emergency Response	There is high public expectation in relation to supporting communities during coastal erosion/storm damage/flooding events, as well as engagement in longer term recovery, in particular assumptions about capital investment to restore assets. The risk relates to how best to support dispersed communities, e.g. with filling, transporting and laying sandbags as well as providing workforce on site, given limited resources and expectations during an event	Following the event, the expectation that coastal defences and asset repairs will be urgently undertaken despite competing claims on capital resources	3	3	3	4	3	4	2	12	12	-12	Continued management and officer focus on this area to ensure risk is minimised as much as possible; continued close engagement work with DCC and Environment Agency to ensure all parties are aware of each others responsibilities and capacity	The Council has demonstrated, along with partners and community groups, that it can quickly adapt to support our local communities during an emergency. The concern is that the Covid-19 pandemic will continue for some time which may impact on the Councils ability to respond to other emergencies such as floods. The Council continues to be an active member of the Local Resilience Forum and will continue to keep its Emergency Response plans updated as the current pandemic progresses.
SH9	WD Financial position affecting SH shared arrangements	South Hams operate a joint shared services (shared workforce) arrangement with West Devon Borough Council. Both Councils have different financial pressures and strategies to meet predicted financial gaps. If West Devon were unable to meet its financial obligations, this could have a significant negative impact on South Hams.	Uncertainties around the financial impact of Covid19 on Councils' finances nationally. There is also a large amount of uncertainty around elements of Local Government finance such as the future of New Homes Bonus, negative Revenue Support Grant and Rural Services Delivery Grant.	2	3	3	5	3	1	3	10	10	-10	The Officer Senior Leadership Team is the same team across both Councils, therefore giving an early warning system. Close monitoring by WDBC of all income/expenditure and horizon scanning through the MITFS process. The June 2020 budget monitoring report to the Hub Committee reports a predicted overspend of £1.028million for 2020/21 for WDBC due to the Covid19 pandemic. WDBC has the same timescale for its Recovery and Renewal Plan and an Amended Budget for 2020/21 will be presented to Council in September. A Cross Party Member Working Group (Financial Stability Review Group) has a defined Terms of Reference to look at the Medium Term Financial Strategy and to assess options for securing financial stability for the longer term. External audit reports for West Devon also give an independent view on WDBC's financial position and are publicly available.	West Devon has £1.086m in Unearmarked Reserves and £4.572m in Earmarked Reserves at 1.4.2020. Therefore the level of Reserves is robust for WDBC's size (Net Budget of £7.2 million).