



SSDC Strategic & Corporate Risks 2022-23 Q2 Status (provisional)

(Data Extract on 8th Sept 2022)

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V1.00

Contents

- P3 Overview of strategic and corporate risks by category
- P4 Changes in residual risk score over reporting periods
- P5 5x5 matrix showing inherent and residual risk position
- P6-7 Strategic and corporate risks ranked by residual risk score
- P8 Guidance slide – How to read the detailed risk page
- P9- 16 Detailed risk pages for each of the 7 highest red risks

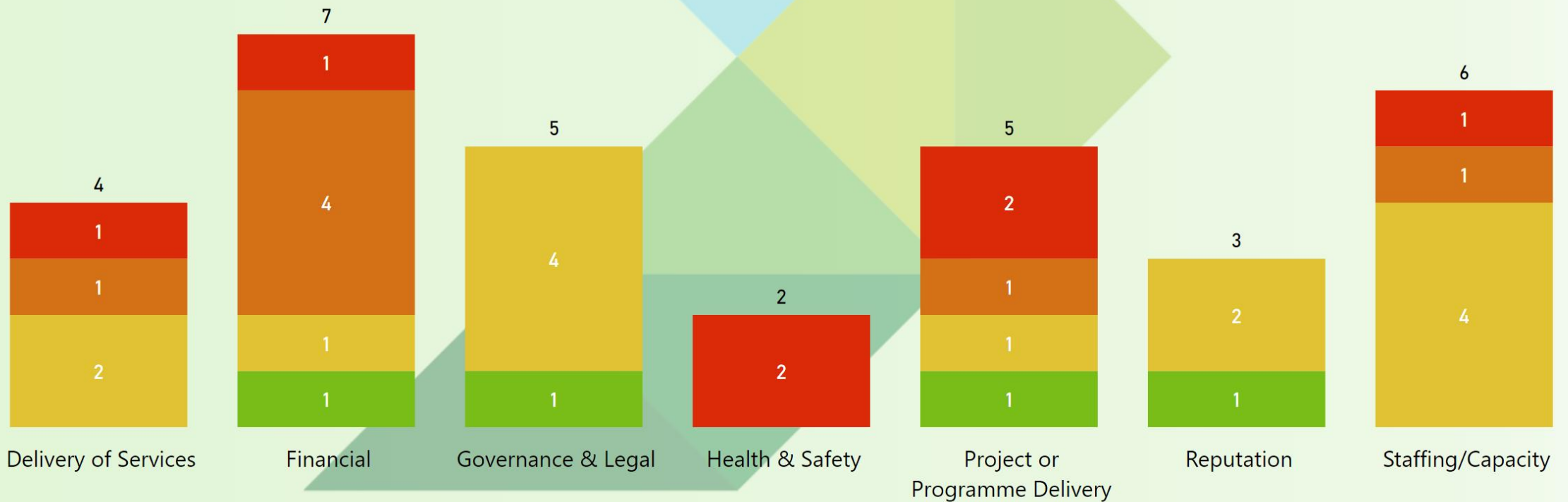
Strategic & Corporate - Risk Report



32
Total of Active/Live Risks

11 **21**
Strategic Corporate

Score	Total Green Risks	Total Yellow Risks	Total Orange Risks	Total Red Risks
Inherent Score	0	5	10	17
Residual Score	4	14	7	7



Strategic & Corporate - Risk Movements



RiskLevel	Title	Category	RiskTitle	Owner	March	June	September
(1) Strategic	HAS-01	Health & Safety	Failures in Statutory compliance and practice - Health & Safety	Nicola Hix	23	23	23
	PAP-01	Project or Programme Delivery	LGR programme creates tensions shifting priorities / tensions between BAU & LGR work	Jan Gamon	20	21	21
	PAP-02	Project or Programme Delivery	Capital costs are spiralling	Jan Gamon	20	21	21
	PEOPLE-01	Staffing/Capacity	Risk of a potential lack of organisational capacity to deliver key objectives.	Nicola Hix	15	15	15
	REP-01	Reputation	Risk that SSDC members lose engagement and focus on strategic priorities post election during unitary transition	Jane Portman	18	13	13
	GAL-01	Governance & Legal	Failure in Statutory compliance and practice - Information Governance	Jill Byron	15	14	14
	DOS-03	Delivery of Services	Ineffective or inadequate delivery to customers through SSDC partnerships	Kirsty Larkins	14	14	14
	DOS-01	Delivery of Services	COVID - Risk of SSDC not being prepared for Business continuity issues / Civil contingency enactment	Nicola Hix	14	13	13
	GAL-02	Governance & Legal	Failure in Statutory compliance and practice - Equalities	Jan Gamon	14	13	13
	FIN-06	Financial	Management of commercial Investments	Karen Watling	1	18	18
	FIN-07	Financial	Governance and decision making around use of public money	Karen Watling	8	8	8

RiskLevel	Title	Category	RiskTitle	Owner	March	June	September
(2) Corporate	DOS-02	Delivery of Services	Increasing numbers of public needing our services	Kirsty Larkins	25	25	25
	HAS-02	Health & Safety	Poor implementation or failure of new Health and Safety framework (systems and infrastructure)	Jess Power	23	23	23
	PAP-04	Project or Programme Delivery	Poor or partial planning and execution of strategic priority projects	Natalie Fortt	23	23	18
	FIN-03	Financial	Lower Business Rates Income than anticipated	Karen Watling	21	21	21
	PEOPLE-03	Staffing/Capacity	Inability to recruit to meet resourcing needs	Amanda Kotvics	21	21	21
	FIN-01	Financial	Rising costs of borrowing adding increased pressure on budgets	Karen Watling	20	20	20
	FIN-02	Financial	Increase in inflation risking cost overspends	Karen Watling	20	20	20
	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	19
	FIN-05	Financial	Further local or national pandemic restrictions impacting daily council business	Karen Watling	19	19	19
	PEOPLE-04	Staffing/Capacity	Staff morale & wellbeing affected by organisational pressures and unitary transition	Amanda Kotvics	21	21	15
	PEOPLE-05	Staffing/Capacity	SSDC staff have a lack of change readiness/resilience to the LGR transition period	Amanda Kotvics	20	20	14
	PEOPLE-02	Staffing/Capacity	Risk of failing to retain staff	Amanda Kotvics	14	14	20
	PEOPLE-06	Staffing/Capacity	Risk of deterioration in quality of work being delivered by staff	Amanda Kotvics	16	16	15
	GAL-05	Governance & Legal	Failure to deliver mandatory statutory functions (e.g. planning, licensing)	Kirsty Larkins	15	15	15
	PAP-05	Project or Programme Delivery	Loss of stakeholder support to projects	Natalie Fortt	14	14	14
	GAL-03	Governance & Legal	Risk of officer or member inducement, bribery or corruption	Jill Byron	13	13	13
	REP-03	Reputation	Risk of reputational damage if regeneration projects are not delivered or proposed changes are not well presented.	Natalie Fortt	13	13	13
	FIN-04	Financial	Financial system risks	Paul Matravers	12	12	12
	GAL-04	Governance & Legal	Failure to comply with corporate procedures	Jane Portman	9	9	9
	PAP-03	Project or Programme Delivery	Lack of organisational knowledge base on projects	Natalie Fortt	8	8	8
REP-02	Reputation	Risk of reputational harm to SSDC due to all ongoing issues	Richard Birch	1	9	9	



Inherent 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	4	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)						

Residual Score

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

32

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
FIN-03	Lower Business Rates Income than anticipated	Karen Watling	(2) Corporate	Financial	21
PAP-01	LGR programe 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
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-02	Risk of failing to retain staff	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
FIN-06	Management of commercial Investments	Karen Watling	(1) Strategic	Financial	18
PAP-04	Poor or partial planning and execution of strategic priority projects	Natalie Fortt	(2) Corporate	Project or Programme Delivery	18
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
PEOPLE-04	Staff morale & wellbeing affected by organisational pressures and unitary transition	Amanda Kotvics	(2) Corporate	Staffing/Capacity	15
PEOPLE-06	Risk of deterioration in quality of work being delivered by staff	Amanda Kotvics	(2) Corporate	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-05	SSDC staff have a lack of change readiness/resilience to the LGR transition period	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



RiskTitle	RiskLevel	Category	Risk Owner	Cause	Effect	I-Score	Controls(MitigatingActions)	R-Score
Increasing numbers of public needing our services	(2) Corporate	Delivery of Services	Kirsty Larkins	Cause: - COVID has increased stresses for low-income / families in poverty - Significant community impacts from COVID on the most vulnerable	Effect: - Increased demands on services - Increased service costs - shortfall in revenues - Increase in staffing requirements across all service areas	25	Monitoring of demand through connect contacts and through partners Implementation of business grants in a timely manner as well as self isolation	25

Risk Description: Including

- Risk title including cause and effects of the risk.
- Risk level which indicates at what level the risk is being managed (SLT, LMT or within a specific project),
- Category of risk, which allows groupings of risks by theme (Staffing, financial, etc)

Risk Scoring and Controls:

- Inherent Risk – the risk score before any controls are applied
- Controls (mitigating actions) – existing measures which should reduce the likelihood of the risk occurring or the impact should the risk occur
- Residual risk – the risk score after the controls are considered

Key Risk	Item	Action	Response	Status	Due Date
DOS-02	1	Improve SLA's with partners	New 2022/23 Service Level Agreements issued to Spark Somerst, CASS and Yeovil4Family. Yeovil4Family providing quarterly data and CASS and Spark providing 6 monthly monitoring reports.	Complete	30/06/2022
DOS-02	2	Review and improve	Work with the highest demand areas within service delivery. Connect, and have improvements plan in place and reviews are ongoing. We continue to use of more automation through technology for Revenues as well as plan in place to ensure resources are put on the areas of focus needed to meet deliverables this financial year. Alternative solutions are also being sought looking at the outsourcing options for both Revenues and Benefits	On-going	31/10/2022
DOS-02	3	Commissioning of specialist services to compliment existing teams	Commissioning specialist services to reduce homelessness and rough sleeping. Funding identified and Service Level Agreements being signed for 1-3 years to ensure services are delivered to meet needs.	On-going	31/05/2022
DOS-02	4	Outsource discreet packages of work to address the difficulties in recruiting additional staff	Work is underway, and some outsourcing has started	On-going	30/12/2022
DOS-02	5	Review staff resources across the Court front line services		On-going	30/10/2022

Risk Action Plan:

- Further actions identified with the intention to further reduce the residual risk score. Will become controls when fully embedded and effective

Guide to reading the risk page



RiskTitle	RiskLevel	Category	Risk Owner	Cause	Effect	I-Score	Controls(MitigatingActions)	R-Score
Increasing numbers of public needing our services	(2) Corporate	Delivery of Services	Kirsty Larkins	Cause: - COVID has increased stresses for low-income / families in poverty - Significant community impacts from COVID on the most vulnerable -Cost of Living Crisis is now impacting a larger number of households, due to increases in energy costs and food - 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	Monitoring of demand through connect contacts and through partners Implementation of business grants in a timely manner as well as self isolation grants Working closely with partner to utilise resources Additional staffing resources started a phase recovery of debt in revenues realignment of budget to support critical areas	25

Key Risk	Item	Action	Response	Status	Due Date
DOS-02	1	Improve SLA's with partners	New 2022/23 Service Level Agreements issued to Spark Somerst, CASS and Yeovil4Family. Yeovil4Family providing quarterly data and CASS and Spark providing 6 monthly monitoring reports.	Complete	30/06/2022
DOS-02	2	Review and challenge of existing service and oppurtunities for improvement	Ongoing work with the highest demand areas within service delivery. Connect, and Planning have improvements plan in place and reviews are ongoing. We continue to explore the use of more automation through technology for Revenues as well as improvement plan in place to ensure resources are put on the areas of focus needed to ensure we meet deliverables this financial year. Alternative solutions are also being seeked through looking at the outsourcing options for both Revenues and Benefits	On-going	31/10/2022
DOS-02	3	Commisssioning of specialist services to compliment existing teams	Commissioning specialist services to reduce homelessness and rough sleeping. Funding identified and Service Level Agreemnts being signed for 1-3 years to ensure services are delivered to meet needs.	On-going	31/05/2022
DOS-02	4	Outsource discreet packages of work to address the difficulties in recruiting additional staff	Work is underway, and some outsourcing has started	On-going	30/12/2022
DOS-02	5	Review staff resources across the Council and if appropriate redeploy to front line services	Approach to be discussed at SLT 7/9/2022	On-going	30/10/2022



RiskTitle	RiskLevel	Category	Risk Owner	Cause	Effect	I-Score	Controls(MitigatingActions)	R-Score
Failures in Statutory compliance and practice - Health & Safety	(1) Strategic	Health & Safety	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 polices (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	Health and safety training now mandatory for all employees, plus relevant training for LMT & Director level. Improved access for staff to regulatory and bespoke H&S training needs including First Aid Quarterly H&S report to SLT and 6 monthly to Audit committee. Health and Safety working group and Strategy groups well attended and operational Ongoing review of policy documents and risk assessments Newly appointed fleet manager, and improvements to fleet management controls. Appointed H&S named person for the council.	23

Key Risk	Item	Action	Response	Status	Due Date
HAS-01	1	Completion and continuous review of the Health & Safety action plan.	Work is ongoing, will review status as part of annual external audit	On-going	31/03/2023
HAS-01	2	New fire and first aid systems and controls to be embedded by property services.		On-going	31/03/2023
HAS-01	3	H&S training Rollout: IOSH training for all Managers and Directors. H&S standards within the mandatory employee training programme. Corporate Manslaughter Training for SLT.	LMT and Line Managers were asked to identify training needs. H & S training has been identified in specific services. All of LMT and SLT have been provided with details to complete the appropriate IOSH course. Target completion is by 31st December 2022 for this. The corporate manslaughter training option was found as a Learning management course but it was not deemed suitable so further investigations are ongoing for this.	On-going	31/12/2022
HAS-01	4	Health & Safety policies – chapter 4 being developed across services	Work underway by service managers, coordinated by Jess Power. Expected completion by Q3 2022/23 26.08.22 - Work on Chapter 4's took longer than anticipated, however we are now making good progress on this work.	On-going	31/10/2022
HAS-01	5	Alignment with County Council H&S and property work streams as part of the LGR programme	Work in progress to consolidate software platforms and approaches, to embed for vesting day but also to be implemented as part of Continuous improvement within the SSDC approach. B-Safe training taking place on Tuesday 30th August.	On-going	31/03/2023
HAS-02	7	Schedule in annual audit by extrnal H&S audtors	Planned date of Audit: Q3/Q4 of 22/23	On-going	01/10/2022



RiskTitle	RiskLevel	Category	Risk Owner	Cause	Effect	I-Score	Controls(MitigatingActions)	R-Score
Poor implementation or failure of new Health and Safety framework (systems and infrastructure)	(2) Corporate	Health & Safety	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	<ul style="list-style-type: none"> • Mandatory Health and Safety Training for all staff (on Learning Management System) Introduction to H&S course with annual refresh • Mandatory specific training for staff based on role (H&S training for Managers course with annual refresh plus various courses in the H & S courses matrix - as recommended by H&S Groups with guidance from H&S Competent Person) Environmental Services have recently undergone specific training. • 12 weekly Working Group and 6 weekly Steering Group with specific meetings to discuss the H&S Work programme as well. • Corporate H&S policy reviewed (annually in November) and updated as required (by Lead Specialist Strategic Planning in agreement with the Director for Strategy and Support and Leader of Council) • Regular H&S management reports to SLT (at least quarterly through the Lead Specialist Strategic Planning) • Annual H&S report to Audit Committee in May (through the Lead Specialist Strategic Planning) • The H & S Steering Group commissions an annual audit and we receive an independent review of the H & S framework. • The Steering Group agrees the H & S Key Performance Indicators for use for the following year. 	23





Key Risk	Item	Action	Response	Status	Due Date
HAS-02	1	Health and Safety is a standing item on management and staff team meetings (The Lead Specialist Strategic Planning will include this as a recommendation to SLT and roll out accordingly across LMT/PMF)	The Lead Specialist Strategic Planning raised this with the Lead Specialist People and Organisational Development as an agenda item. This was also raised during Working and Steering Group meetings. LSSP to ensure this is being followed through additional communications.	On-going	31/03/2023
HAS-02	2	Health and Safety is a key feature of personal development plans and reviews (The Lead Specialist Strategic Planning will work with the Lead Specialist People to include this in the templates going forward).	Lead Specialist People has updated the return to work form to include questions about driving following sickness etc. The SCC Appraisal form is being considered as an option at SSDC, which includes DSE assessments etc.	On-going	31/12/2022
HAS-02	3	Risk assessments and safe systems of work are easily accessible by all (The Lead Specialist Strategic Planning will ensure this work is carried out by September 2022)	26.08.22 This work was delayed due to the move away from SSDC systems and over to B-Safe for SCC. The revised due date allows for the risk assessments to be updated and transferred.	On-going	31/12/2022
HAS-02	4	H&S is adequately resourced (The Lead Specialist Strategic Planning will carry out an audit of the Health and Safety workload within Strategy and ensure the Council has sufficient resources to do this work or make a recommendation for further resources or assistance)	The Lead Specialist is working with the People Manager to recruit a case officer agency temp role to assist in this H and S space. The Competent Person is continuing to advise on the H & S aspects of the Council.	On-going	31/10/2022
HAS-01	4	Health & Safety policies – chapter 4 being developed across services	Work underway by service managers, coordinated by Jess Power. Expected completion by Q3 2022/23 26.08.22 - Work on Chapter 4's took longer than anticipated, however we are now making good progress on this work.	On-going	31/10/2022
HAS-01	5	Alignment with County Council H&S and property work streams as part of the LGR programme	Work in progress to consolidate software platforms and approaches, to embed for vesting day but also to be implemented as part of Continuous improvement within the SSDC approach. B-Safe training taking place on Tuesday 30th August.	On-going	31/03/2023
HAS-02	5	H& S Collaboration with District and County colleagues as part of the H&S LGR Workstream (The Lead Specialist Strategic Planning and Strategic Planning Specialist represent SSDC on the LGR H&S Group)	Ongoing work. Contacts and network is established.	On-going	31/03/2023
HAS-02	6	Schedule to review the H&S procedures reviewed regularly by the H&S Steering Group and H & S Working Group (at least annually)	Work on H & S policies has commenced and the Specialist Strategic Planning is working on reviewing and refreshing policies. Aim is to provide up to date H & S policies in support of the SSDC overarching policy by end of December 2022 to ensure we have this work completed before Unitary.	On-going	31/12/2022
HAS-02	7	Schedule in annual audit by external H&S auditors	Planned date of Audit: Q3/Q4 of 22/23	On-going	01/10/2022



RiskTitle	RiskLevel	Category	Risk Owner	Cause	Effect	I-Score	Controls(MitigatingActions)	R-Score
Lower Business Rates Income than anticipated	(2) Corporate	Financial	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	- Collection Fund estimates have been produced using recommended guidance from CIPFA (Chartered Institute of Public Finance & Accountancy) - Review of the figures has been undertaken by LG Futures, an external consultancy firm - Significant bad debt provision is held in the collection fund	21

Key Risk	Item	Action	Response	Status	Due Date
FIN-03	1	Revenue bid made for interim staff to start to write off old debts, allowing existing staff to chase newer debt		Not Started	30/12/2022



RiskTitle	RiskLevel	Category	Risk Owner	Cause	Effect	I-Score	Controls(MitigatingActions)	R-Score
LGR programe creates tensions shifting priorities / tensions between BAU & LGR work	(1) Strategic	Project or Programme Delivery	Jan Gamon	Transition between currrent 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	People managers closely monitor wellbeing and volumes or work in their team. LMT raises issues directly with SLT, with suggestions for remediation. SLT raises conflicting priorities with elected members to determine choice. Process now developed to identify work in addition to existing LGR and BAU effort, which is required to support transition to the new authority.	21

Key Risk	Item	Action	Response	Status	Due Date
PAP-01	1	Risk is accepted rather than treated and response will depend upon outcome		Complete	01/04/2022



RiskTitle	RiskLevel	Category	Risk Owner	Cause	Effect	I-Score	Controls(MitigatingActions)	R-Score
Capital costs are spiralling	(1) Strategic	Project or Programme Delivery	Jan Gamon	COVID - Inability to procure construction contractors (company 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	Project budgets are developed, as far as possible, to take account of increased costs and greater contingency included Project timelines recognise potential for delays in contractors starting on site, longer time spent on site and increase time permitted to respond to tenders is also necessary	21

Key Risk	Item	Action	Response	Status	Due Date
PAP-02	1	Extension of time for submission of tenders, as suppliers are swamped by opportunity currently In terms of impact on cost, council agreed to establish a capital contingency to allow some flexibility to approved budget financing		Complete	01/04/2022



RiskTitle	RiskLevel	Category	Risk Owner	Cause	Effect	I-Score	Controls(MitigatingActions)	R-Score
Inability to recruit to meet resourcing needs	(2) Corporate	Staffing/ Capacity	Amanda Kotvics	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.	Impact on BAU delivery Stresses on existing workload to backfill gaps Customer and stakeholder impacts Turnover, sickness and retention challenges Reliance on temporary staff	25	- Working across districts and sharing resources through LGR Recruitment Protocols on mutual aid, secondments, collaboration. - Strong LGR programme management and reporting to allow identification and resolution of potential staffing issues (i.e., statutory roles, difficulties to recruit and potential collaborative solutions/support) - New recruitment process to accelerate recruitment needs - Existing agency arrangements reviewed and monitored up to vesting day - Review of all Fixed term, contractor and agency staff to identify pinch points with SLT	21

Key Risk	Item	Action	Response	Status	Due Date
PEOPLE-01	2	Explore options for Joint staffing and resourcing of key roles across partner authorities.	Draft recruitment Protocol being launched w/c 4/5/22, which includes mutual aid (sharing resources) before any recruitment activity takes place. As an organisation we are starting to create SLAs with SCC to share resources.	Complete	30/04/2022
PEOPLE-01	9	Data gathering to understand agency arrangements for SSDC (Spend, Partners, Stakeholders)	Spend Analysis and data gathering concluded and shared internally and with SCC. Contracting arrangements are under review in conjunction with SCC who are leading on a procurement exercise for a new agency supplier for SSDC/SCC and the new authority. Should be concluded by end 2022.	Complete	30/11/2022
PEOPLE-01	10	Develop an agency strategy to supplement SSDC capacity	Interim approach being led by the People Team (not procurement) untill new arrangement procured by SCC. New interim approach implemented. New agency agreements should be reviewed by legal before being entered into by individual people managers.	Complete	01/08/2022
PEOPLE-03	1	Improved external communication and marketing of SSDC and Somerset Council in recruitment advertising.	Use of LGR portal to communicate opportunities	Complete	11/03/2022
PEOPLE-03	2	Seek clarity on LGR recruitment policy and guidance to understand whether SSDC have discretion on fixed term versus FT appointments, and communicate these principles to PMF and LMT (Avoid Ad-hoc decisions)	New Recruitment Protocol being launched w/c 4/5/22, which all 5 councils have agreed to. Currently all posts, except SLT, can be recruited to permanently. This will change as vesting day approaches. The Protocol will be shared with SLT/LMT as soon as it is launched. PMF/SLT have seen a draft version.	Complete	31/03/2022
PEOPLE-03	3	Conduct a market rates analysis for hard to recruit areas	Analysis completed and job evaluations completed.	Complete	30/05/2022