

## APPENDIX 8 - RISKS AND ISSUES

**Project Name: Covid-19 Response**

**Last Reviewed: 29th May 2020**

Risk refers to the combined likelihood the event will occur and the impact on the project if it does occur

Ref	Date Raised	Risk or Issue Description	Risk or Issue Likelihood	Impact	Severity	Mitigation or Action Plan - Mitigation of Impact (I) or Likelihood (L)	Risk or Issue Likelihood	Impact	Severity	Status	Date Closed	
<b>People and Resources</b>												
P1		Some staff struggle to adjust to homeworking and the 'new normal' ways of working	Risk	3	3	High	Staff surveys, tailored responses for individuals, looking at re-training, access to office, and/or reassignment (I)	Risk	3	2	High	Open
P2		Increased demands for affordable rent and social housing, relatively limited supply in South Kesteven	Risk	4	3	Very High	Build more rented accommodation (I)	Risk	4	2	High	Open
P3		Loss of jobs / homes as a result of a deep recession following the COVID-19 related lockdown	Risk	2	4	High	Provide safety net through social / rented housing (I)	Risk	2	3	High	Open
P4		Without effective communication, we could lose community volunteering effort between waves of outbreaks or before alternative uses are decided	Risk	4	2	High	Plan early for next stages (L) Effective engagement with voluntary groups (L)	Risk	2	2	Medium	Open
P5		Rise in domestic violence cases	Risk	3	5	Very High	Work with partners to ensure service availability (I) Increased awareness for staff, both for visiting residents and for line management (I)	Risk	3	3	High	Open
P6		The 'bandwidth' of the Council to undertake other projects / activities is reduced due to the required focus on COVID-19	Risk	4	2	High	Effective prioritisation (I)	Risk	4	1	Medium	Open
P7		Workforce engagement is more challenging given remote working and/or some staff being 'disengaged' with the COVID-19 response	Risk	4	2	High	Effective communication (L)	Risk	3	2	High	Open
P8		Increased sickness absence due to Covid-19, or impacts of elongated period of remote working	Risk	2	2	Medium	Sickness monitoring reported to HoS(L) Regular engagement with staff on home working arrangements (L) Encouraging flexibility in working patterns (I)	Risk	1	1	Low	Open
P9		Challenges in effectively recruiting and onboarding new employees to fill vacant posts	Risk	2	2	Medium	Adoption of modern technologies to support recruitment process (L) Utilisation of processes to enable teams to effectively respond (I)	Risk	1	1	Low	Open
P10		Reduced employee engagement levels due to remote working arrangements	Risk	3	3	High	Regular 1:1s (L)(I) Team meetings (L) Regular coffee catch ups (L) Regular internal communications (corporate and service specific) (L) Proactive response to challenges faced by remote employees (I)	Risk	2	2	Medium	Open
P11		Performance data is not available to measure performance and productivity during the recovery phase	Risk	3	2	High	Deployment of service level performance dashboards (L)	Risk	2	2	Medium	Open
P12		Lack of capacity or skills in key areas to support recovery process and ensure business as usual is effectively delivered	Risk	3	3	High	Alignment of resource to corporate plan (L) Creation of recovery team with key skills (I) Variation of service offer during recovery phase (I)	Risk	2	2	Medium	Open

P13	Local increase in COVID-19 infection rates	Risk	2	3	High	Consider temporary closures of buildings / services (I) Increased working from home (I)	Risk	2	2	Medium	Open
<b>Legal, Statutory, Compliance and Reputation</b>											
L1	A decline in businesses reduce the attractiveness of other businesses to locate in the District	Risk	4	3	Very High	Activities and support to businesses to try to minimise the loss of businesses during COVID-19 (L) Strong marketing, based partially on support given through COVID-19 stages (I)	Risk	3	2	High	Open
L2	The timing of growth planned may be imbalanced between houses, job and amenities due to speed of recovery in different areas and this could lead to a reduction in the desirability of the District as a location to live and work within	Risk	4	2	High	Public sector to intervene in areas of market failure (L)	Risk	2	2	Medium	Open
L3	Government changes rules or regulations regarding our services, which we have to adapt to with little or no warning	Risk	5	2	High	Develop flexible workforce and response process to adapt as changes announced (I)	Risk	5	1	Medium	Open
L4	Failure to align service offer with available resources during the response phase could result in reputational damage	Risk	3	3	High	Proactive external communications (L) Review of provision against government guidance (L) Allocation of resource into priority areas (L) Engagement with 3rd sector and key partners (I)	Risk	2	2	Medium	Open
L5	Local businesses operate working environments that are contrary to government advice / legislation	Risk	2	3	High	Visits by environmental health officers (I)	Risk	1	3	Medium	Open
<b>Service delivery and Process</b>											
S1	Existing developments in the region may be slowed or postponed due to the epidemic	Risk	4	3	Very High	Consider public sector intervention in the highest priority developments (L)	Risk	3	3	High	Open
S2	COVID-19 could hinder the delivery of key projects within the District	Risk	3	2	High	Ongoing discussions with key stakeholders to minimise disruption (L) Continuous monitoring of potential impacts and adapt plans accordingly (I)	Risk	2	2	Medium	Open
S3	Increased homelessness declarations could overwhelm service	Risk	4	3	Very High	Provision of additional rented and social housing (I)	Risk	4	2	High	Open
S4	There is a second wave of COVID-19, with a sufficient peak to require lockdown again (either locally or nationally)	Risk	2	5	High	Maintain business continuity readiness (I)	Risk	2	4	High	Open
S5	The leisure centre contract is ending during the time with significant Covid-19 impact, leading to less competitive offers for contract renewal	Risk	3	3	High	Engage specialist support to provide advice on contractual options and solutions (I)	Risk	3	2	High	Open
S6	Visitor numbers reduced and take longer to rebuild previous numbers of tourists when things re-open	Risk	5	2	High	Put in protection measures (I) Advertise events alongside safety measures (I)	Risk	5	1	Medium	Open
S7	Lack of flexibility of resource results in backlogs of work in key areas / increases cost through the utilisation of agency workers	Risk	3	3	High	Performance monitoring (L) Revision of expected service standards (L) Utilisation of agency framework (I)	Risk	2	2	Medium	Open
S8	People break social distancing rules	Risk	3	3	High	Consider closing services affected temporarily (I) Communication (L) Share CCTV footage with police (I)	Risk	2	2	Medium	Open
<b>Financial and Budgetary Impacts</b>											

F1	An increase in unemployment results in increased demand for services and decreased Council Tax	Risk	4	3	Very High	Increase hardship fund (L) Monitor and prepare emergency budget on basis of re-based expectations (I)	Risk	2	3	High	Open
F2	The number of vacant business premises increased, resulting in a reduction in national non-domestic rates collected	Risk	4	3	Very High	Monitor and prepare emergency budget on basis of re-based expectations (I)	Risk	1	3	Medium	Open
F3	Rent collection levels could fall	Risk	3	2	High	Monitor, consider use of reserves, step back up collection activities once new 'normal' returns (I)	Risk	3	2	High	Open
F4	SKDC companies less likely to hit profit targets	Risk	4	2	High	Monitor and prepare emergency budget on basis of re-based expectations (I)	Risk	2	2	Medium	Open
F5	Parts of the commercial portfolio, including property and traded services are negatively impacted to a point that they are unable to recover	Risk	2	2	Medium	Look to develop revised business cases; and review future options (I)	Risk	3	2	High	Open
F6	Delivery of projects and service improvement initiatives as part of revised budget may be frustrated due to other commitments	Risk	3	3	High	Project management (L) Regular updates to CMT (L) Budget monitoring and reporting (I) Allocation of resource to priority projects (L)	Risk	3	2	High	Open