

SCDC Strategic Risk Report



Report Date	26 Oct 2017
Risk Status	Open
Council / Service	Strategic (STR)
Control Status	Existing
Action Status	Outstanding

SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 10	<p>Increase in cost of managing homelessness - Cllr Lynda Harford (was STR25)</p> <p>Head of Service: Stephen Hills</p> <p>Risk Owner: Stephen Hills</p> <p>Last Updated: 26 Oct 2017</p>	<p>Cause (January 2013) Potential impacts from welfare benefit changes, more responsibilities under the Homeless Reduction Act and instability in the housing market,</p> <p>Consequence leading to an increase in duties owed by the Council along with the new Homeless Reduction Bill, ultimately resulting in significant increase in costs to the Council to meet its statutory obligations. Likely to see an increased demand for the service, and more in-depth support and assessment for those that do approach the Council. Increased expectation on assistance, but no increased access to accommodation.</p> <p>The introduction of Universal Credit and the impact of this on customer finances and on the housing market increases the risk of homelessness. Linked risk (STR 5)</p> <p>Failure to meet housing need (STR3) is also linked and will impact on the level of homelessness.</p>	<p>I = 5 L = 5 25 (25)</p>	<p>Developing an in-house Private Sector Leasing Scheme to replace the King Street scheme. Use of Rent Deposit Scheme, CAB Money advice, other homeless prevention measures and New Build programme.</p> <p>New hostel opened in 2015 with increased TA.</p> <p>Successful Joint Trailblazer bid to introduce more joint working and initiatives around homeless prevention.</p> <p>CIH review of homelessness in 2016, identifying existing good practice and future recommendations.</p> <p>Staffing bid submitted November 2017 to increase staff team by up to 5 members in order to ensure service compliance with new legislation. Failure to properly resource the team will lead to additional temporary accommodation costs as well as legal sanctions.</p>	<p>I = 5 L = 4 20 (20)</p>	Develop In-house PSL scheme	30 Nov 2017
						The mitigation work will be closely monitored throughout the year.	31 Dec 2017
						The success of the new PSL project will be known within 6 months.	28 Feb 2018
						Cabinet decision on financial bid for additional staff team.	28 Feb 2018
						Review Housing needs of under 35s and the demand/methods of providing shared accommodation.	30 Mar 2018
						Produce a new Homeless Strategy and action plan	30 Mar 2018
						Monitor impact of proposed funding system for supported housing.	30 Mar 2018
						Update customer information on the website so that a self service option exists in relation to basic housing advice.	30 Mar 2018
						Monitor the progress of the Homeless Reduction bill and prepare for implementation.	30 Mar 2018
						Review working practices with mental health services to help prevention amongst this group.	30 Mar 2018

SCDC Strategic Risk Report



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STR 25	Risk of Designation as Poorly Performing Planning Authority - Cllr Robert Turner (was STR32) Head of Service: Stephen Kelly Risk Owner: Stephen Kelly Last Updated: 06 Oct 2017	Cause (March 2017) Failure to deal with planning applications in the DCLG prescribed time limits. The Planning Inspectorate failing to support the Council's decision to refuse planning permission or allowing appeals lodged against non determination, Inadequate resources to meet demand, Inefficient processes, Failure of alignment between each planning authority, Failure to meet investment requirements in Greater Cambridge, Consequence resulting in No Local Plan, Inadequate performance, Increase in work for and costs to and costs awarded against the Councils. Loss of local control of decision making if designated as applicants can apply direct to PINNS.	I = 5 L = 4 20 (20)	Action was taken to reduce complaints. Implemented system of proactively ringing complainants. Resulted in no complaints received in the month of September 2017.	I = 4 L = 3 12 (12)	Refocus on importance of pre-application process and 'getting it right first'	31 Dec 2017
				Draft action/improvement plan submitted to management for review.		Effective and on-going performance management.	31 Dec 2017
				Effective delegation Proactive approach by all teams. Reduced complaints by prompt responses. Refocus on importance of pre-application process and 'getting it right first time' Shared Service improvements Regular reports to CMT , EMT and Cabinet		Review and streamline processes and procedures and consistent adherence by staff to them with associated training and confidence.	31 Dec 2017
						Proactive approach by all teams.	31 Dec 2017
						Report submitted to Civic Affairs 22/6/17 to recommend a Review Mechanism for member Decisions at Planning Committee, this has not been approved. Alternative options to be considered	31 Dec 2017

SCDC Strategic Risk Report



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STR 3	<p>Failure to meet Housing Need - Cllr Robert Turner (was STR05)</p> <p>Head of Service: Stephen Kelly</p> <p>Risk Owner: Stephen Kelly</p> <p>Last Updated: 25 Oct 2017</p>	<p>Cause (June 2007, was Lack of Land Supply) Failure to meet Housing needs identified in Local Plan, Local Economic requirements – lack of opportunity/economic performance, Delivery of housing falling below levels necessary to achieve: - a five-year supply of housing and the Local Plan target for housing 2011-2031 - City Deal 1,000 additional homes on rural exception sites, Economic uncertainty following Brexit and potential slow down in planning application submissions and house builders by developers, Potential delays to delivery arising from delays to infrastructure programmes, Recruitment and retention of appropriate staff to provide maintain consistency and continuity overseeing major, long term and complex schemes,</p> <p>Consequence leading to lack of up to date policy to support Housing Need, Lack of efficient planning process to deliver strategic sites: - failure in investment in infrastructure necessary to unlock development, - economic uncertainty, resulting in lack of housing provision to meet local need and potential impact on 5 year housing land supply. Potential adverse impact on quality of schemes and customer confidence.</p>	<p>I = 4 L = 5 20 (20)</p>	<p>Establishing a Housing Delivery Project to manage this situation with measures including: - Monthly monitoring of 5-year supply - Tracking of outline planning permissions through to implementation - reduced time limits on outline permissions from 3 to 2 years - requiring delivery programmes from developers.</p>	<p>I = 2 L = 5 10 (10)</p>	Effective programme management and regular liaison with developers.	31 Dec 2017
						Consider alternative delivery mechanisms e.g LDOs to encourage timely delivery.	31 Dec 2017
						PPA to secure up to date programmes and sufficient resources and skill sets and tools e.g. design briefs.	31 Dec 2017
						Housing Delivery Project includes the following measures: - Monthly monitoring of 5-year supply - Tracking of outline planning permissions through to implementation - reduced time limits on outline permissions from 3 to 2 years - requiring delivery programmes from developers	31 Dec 2017
						An initial meeting to establish the project has taken place. Scope of the project is being determined and project PID is in progress.	
						Monitoring of deliver against Housing Trajectory.	31 Dec 2017

SCDC Strategic Risk Report



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STR 13	<p>Recruitment & Retention - Cllr Simon Edwards (was STR28)</p> <p>Head of Service: Susan Gardner Craig</p> <p>Risk Owner: Susan Gardner Craig</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (September 2015) Reduced staffing capacity due to difficulties in recruitment and retention, especially in some professions,</p> <p>Consequence leading to loss of resources / experience / expertise in key services, increased workload and pressure on remaining staff to deliver services, increased sickness absence and stress, increased costs (including of repeat recruitment) and additional cost of using the agency staff; resulting in lack of capacity to meet service delivery needs, loss of effectiveness/productivity, disruption to, or lower quality of, services provided, either internally or to the public, failure to comply with statutory processes or meet statutory deadlines; damage to the Council's reputation; legal challenge.</p>	<p>I = 4 L = 5 20 (20)</p>	<p>Variety of actions in place, appropriate to service areas, including:</p> <ul style="list-style-type: none"> •Internal development opportunities •Funded professional development & qualifications •Secondments, both internally and with partnering authorities •Shared services with partnering authorities •Market supplements on a fixed term basis •Use of temporary workers •Changes to recruitment approaches, new jobs page on website, use of different media •Keep under review marketplace pay levels using e-paycheck and other means •Increase in the number of apprenticeships across all service areas of the council. Participation in national apprenticeship Trailblazer programmes •Developing a career progression scheme, particularly in Planning •Offering trainee LGV Driver places 	<p>I = 3 L = 3 9 (9)</p>	<p>TIMESCALE TO PROGRESS: Ongoing: Additional actions being considered in some service areas.</p>	<p>31 May 2018</p>

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 5	Welfare Reform - Cllr Simon Edwards (was STR15) Head of Service: Susan Gardner Craig Risk Owner: Dawn Graham Last Updated: 25 Oct 2017	<p>Cause (December 2010) Radical changes to benefits, including localised council tax support scheme and introduction of a universal credit system,</p> <p>Consequence leading to possible: <ul style="list-style-type: none"> increased IT cost due to required system changes; implementation costs not fully reimbursed by Government grant; increased workload for Benefits and Homelessness teams, resulting in potential for: adverse effect on service provision due to the number of changes; increased dissatisfaction with the service due to reduced amounts of benefit payable; impact on Medium Term Financial Strategy; devastating effect on people with mental health problems; and dislocation of private sector housing market. </p>	I = 4 L = 4 16 (16)	<p>Scoping work currently being undertaken by the Benefits Manager to assess the impact of Universal Credit and how it impacts the administration of Housing Benefit, Localized Council Tax Support and Rent Collection for SCDC tenants.</p> <p>Department for Work & Pensions (DWP) have confirmed increased Discretionary Housing Payments (DHP) budget for 2017/18 following the reduction in the level of the Benefit Cap (£20k). Local Council Tax Support (LCTS) and welfare reform workshop to take place with regard to proposed LCTS scheme 2018/19 and possible welfare changes. Monitoring of roll out of Universal Credit (UC) to ensure lessons learnt are implemented at SCDC. Information currently available indicates the rollout of UC will be a slow process during this current parliament with all new working age claims processing not available until 2020-21.</p>	I = 3 L = 4 12 (12)	<p>Bid for additional funding submitted, to cover the case that grants currently provided for housing benefit assessment work are reduced.</p>	22 Feb 2018
STR 26	Contract failure - Cllr Mark Howell Head of Service: Trevor Nicoll Risk Owner: Rebecca Weymouth-Wood Last Updated: 06 Oct 2017	<p>Cause (September 2017) Supplier failure including contractual arrangements - Major contract concern is the MRF contract.</p> <p>Consequence If the MRF contract fails it will impact income (if prices are renegotiated) or viability of disposal of recyclable materials (with knock-on impacts for collections and logistics and costs around that).</p>	I = 4 L = 4 16 (16)	<p>Management of the potential contract dispute is in progress. RECAP is due to send AMEY a letter to highlight contract issues RECAP wishes to raise with AMEY once this letter is approved by 3C Legal services.</p>	I = 4 L = 3 12 (12)	<p>New Head of Waste met with AMEY senior management to discuss ongoing contractual arrangements and instigated regular meetings to continue, initially weekly, then monthly.</p>	31 Dec 2017

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STR 4	<p>Medium Term Financial Strategy (MTFS) - Cllr Simon Edwards (was STR08)</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Caroline Ryba (SCDC)</p> <p>Last Updated: 06 Oct 2017</p>	<p>Cause (June 2007)</p> <p>Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> •not achieving delivery of additional income / savings to meet targets, including from Business Improvement & Efficiency and Commercialisation Programmes projects (and see STR26), shared services initiatives and the housing company; •inflation exceeds assumptions; •interest rates do not meet forecasts; •employer's pension contributions increases exceed projections; •changes in demand for some service areas could lead to pressures in the related budgets, especially Housing; •unforeseen restructuring costs; •retained business rates scheme – volatility of outstanding valuation appeals, made worse by the 2017 revaluation; •retained business rates scheme does not meet forecast; •retained business rates scheme tariff adjustments continue from 2020/21; •uncertainties following the June 2016 referendum vote to leave EU, particularly unpredictable volatility in economic factors, e.g. inflation, interest rates, employment, business confidence, etc. impact assumptions underlying the MTFS; •major developments do not meet housing trajectory forecast; •cost of supporting development and meeting demand from growth; •impact of welfare reform (and see STR15); •availability of budget for Cabinet priorities; •material error or omission in MTFS forecasts; •increased uncertainty in budget setting due to commercial activities, exposure to market competition and commodity price trends, leads to.. <p>Consequence</p>	<p>I = 5 L = 3 15 (15)</p>	Additional income/savings targets built in to Business Improvement & Efficiency and Commercialisation Programmes projects, shared services and other initiatives.	<p>I = 5 L = 2 10 (10)</p>	Identify further opportunities for commercial income and assess the risks associated with each commercial project. Implement bids and savings process to evaluate demands on the Council's financial resources going forward.	31 Oct 2017
				Comparisons between MTFS, financial position statements and General Fund, HRA and Capital Programme estimates.		Update MTFS for review by Cabinet in November.	16 Nov 2017
				Implement plans to deliver Council's programme in line with latest General Fund income and savings targets, review use of reserves.		Quarterly reports on commercial projects and market price trends to Cabinet.	29 Dec 2017
				Monitor inflation factors, effect of current economic climate on demand led services and budgets.		Separately identify commercial income in the Council's reports and projections.	29 Dec 2017
				Monitoring of council tax base to identify financial implications of growth.			
				Monthly financial report to Corporate Management Team (CMT); CMT reviews progress in achieving budget targets.			
				Shared Services governance process in place.			
				Spending Review / Autumn Statement and provisional Local Government Finance Settlement: implications modelled for February 2017 Cabinet report.			
				Submission of an efficiency plan to government, thereby seeking to confirm significant elements of income for the next three years as a control/mitigation.			
				Treasury management reports to Finance & Staffing PFH. Monitoring of business rates income, collection rates and appeals.			
Updated MTFS approved by Cabinet in February 2017.							

SCDC Strategic Risk Report



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		leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.					

SCDC Strategic Risk Report



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STR 11	<p>Business Improvement & Efficiency Programme - Cllr Nick Wright (was STR26)</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Phil Bird</p> <p>Last Updated: 06 Oct 2017</p>	<p>Cause (November 2013, was Business Improvement & Efficiency, Development Control Improvement, Working Smarter and Commercialisation Programmes) The Business Improvement Efficiency Programme (BIEP), Development Control Improvement Programme (DCIP), Planning Programme, Affordable Homes Programme, Working Smarter and Commercialisation Programmes have their own associated risk registers. The risks included are summarised as follows (only those scoring 12 and above are reflected in the summary):</p> <p>The Projects on the programmes are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> •inadequate stakeholder engagement, •conflicting operational, programme and project priorities, or •long term unavailability of relevant and crucial staff, <p>Consequence leading to inadequate programme and project resources and support, resulting in a delay or failure to deliver the outputs, associated benefits, and required income and savings targets.</p>	I = 4 L = 3 12 (12)	<p>The following training programmes are in place to support business development:</p> <ul style="list-style-type: none"> •Delivery of Commercial skills training •Leadership Training •Project Management/Project Sponsor Training <p>The Programme Manager identified programme and project resource requirements before the start of the tranches. The level of resource required is continually monitored by the Programme Manager as projects progress, close and new ones commence. The Senior Responsible Owner is responsible for securing the required resources. Regular 1:1s with Executive Director (Senior Responsible Owner). Monthly Highlight Reports from each Project Manager to the Programme Manager. Monthly Highlight Reports to EMT from the Programme Manager. Regular update meetings with Project Managers & Project Sponsors used to assess required resource levels. A Stakeholder Engagement Strategy and detailed stakeholder analysis has been developed. Stakeholder engagement activities place regularly throughout the programme. Increasing emphasis on Lessons Learned from other projects will help the Sponsoring Group, Programme Manager and Project Managers mitigate this risk. Each project risk register is updated monthly and reviewed with project manager. There is currently an increased workload for the Corporate Programme Manager (CPM) due to the long-term absence of the Catering Manager. Provision has been made in the canteen with acting up arrangements put in place. The Facilities Manager was also absent for 12 weeks during the summer of 2017. This does not impact directly on the Programmes themselves or the Projects within them but limits the time the CPM can spend on them. The continuation of the..</p>	I = 4 L = 3 12 (12)	<p>Timescale to progress: throughout 2012 - 2017</p>	<p>30 Dec 2017</p>

SCDC Strategic Risk Report



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STR 9	<p>HRA Business Plan - Cllr Lynda Harford (was STR24)</p> <p>Head of Service: Stephen Hills</p> <p>Risk Owner: Julia Hovells (SCDC)</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (March 2012) The HRA Business Plan has its own associated risk register.</p> <p>Consequence The score of the risk in this Strategic Risk Register is a composite score from the HRA Business Plan risk register, and reflects changes announced in the Government's July 2015 Budget on:</p> <ul style="list-style-type: none"> •1% rent reduction for 4 years, •loss of relets to fund the extension of the RTB scheme to Registered Providers, •Sale of estimated 50% of voids to fund extension of RTB to RPs 	I = 4 L = 3 12 (12)	<p>The Housing Revenue Account (HRA) business plan has been updated to reflect the 1% rent cut for four years announced in the Government's July 2015 Budget. The loss of £134m from the HRA Business Plan has had a significant impact on the Council's build programme.</p> <p>The potential loss of properties through the 'higher value voids levy' would put further pressure on the HRA Business Plan and creates further pressure on Risk STR25.</p> <p>Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing and respond to formal consultations.</p> <p>Further detailed review of HRA business plan part of 2017 Service Plan.</p> <p>Potential to negotiate with Government for retention of high value sales receipts to fund a replacement programme.</p> <p>Revised HRA Business Plan was approved in February 2017.</p>	I = 3 L = 3 9 (9)	<p>Update 2017/18 HRA Business Plan as part of the 2018/19 budget setting process, taking account of any government announcements or legislative change.</p>	28 Feb 2018

SCDC Strategic Risk Report



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STR 2	<p>Gypsy and Travellers and those not meeting new definition - Cllr Robert Turner (was STR03)</p> <p>Head of Service: Stephen Kelly</p> <p>Risk Owner: Caroline Hunt</p> <p>Last Updated: 06 Oct 2017</p>	<p>Cause (June 2007, was , Illegal Traveller encampments or developments) Changes in the planning definition of Gypsies and Travellers and resulting confusion in planning situation for those that do not meet the new definition. Is unresolved through Local Plan</p> <p>Consequence leading to potential to result in possible increase in unauthorised sites and planning appeals with risks of costs, or possible legal challenge, resulting in stalled projects.</p>	<p>I = 3 L = 3 9 (9)</p>	<p>Ongoing routine monitoring of all district development. New Government guidance issued in August 2015, resulting in significant changes to the definition of travellers for the purposed of planning. County wide needs assessment endorsed by PFH in 2012. A new needs assessment has been commissioned, for completion November 2016. Monthly report on position regarding temporary expiries and applications circulated to managers and key Members for coordination and oversight. Gypsy & Traveller planning policies included in draft Local Plan (will require modification to reflect the new government guidance and the outcome of the new Needs Assessment) In 2014 a total of 67 Gypsy and Traveller pitches gained permanent planning permission (three were granted on appeal). In 2015 six pitches have gained permanent planning permission and temporary planning permission for 1 pitch was granted on appeal at Wimpole. In August 2016 an appeal for a lawful development certificate for a site in Willingham was allowed. At August 2016 there are three other pitches (on 2 sites) with temporary planning permission, which expire between 2017 and 2018. There is one pending application at Rampton (to make one existing temporary pitch permanent and add two additional pitches). The Affordable Homes departmental risk register includes delivering HCA funded projects, to ensure the supply of Gypsy & Traveller pitches and sufficient investment in existing pitches. The Local Plan examination hearing..</p>	<p>I = 3 L = 3 9 (9)</p>	Local Plan is due for completion in 2017.	31 Aug 2017
						New applications are an on-going process.	31 Aug 2017
						Gypsy & Traveller Area Needs Assessment was updated, led by Housing Directorate, in Summer 2016. Prepare appropriate evidence to the Local Plan examination and propose necessary Modifications to ensure a sound plan.	31 Oct 2017

SCDC Strategic Risk Report



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STR 6	<p>Demands on services from an ageing population - Cllr Mark Howell (was STR19)</p> <p>Head of Service: Mike Hill</p> <p>Risk Owner: Stephen Hills</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (September 2011) The district's demography changes, with significant growth in the over 65 year old population,</p> <p>Consequence leading to additional demands on health and social care services, including to the Council's sheltered housing and benefits services, resulting in adverse impact on service standards; increased customer dissatisfaction with services; increased levels of social isolation.</p>	I = 3 L = 3 9 (9)	<p>Following "Ageing Well" workshops, Cabinet agreed an "Ageing Well" plan in July 2014 following a Joint Portfolio Holder Task & Finish Group.</p> <p>SCDC Housing leading on development of sub-regional Older People's Housing Strategy and refresh of County Older People Strategy.</p> <p>SCDC Housing staff contributing to Cambridgeshire Executive Partnership Board projects including Data Sharing, 7-Day Working, Person-Centre System, and Ageing Healthily & Prevention.</p> <p>Issue and impact discussed by Cabinet / EMT.</p> <p>Successful "Healthy New Towns" funding bid now being implemented to undertake research and project work into future housing needs in new communities, initial focus on Northstowe.</p> <p>NHS England now joined SCDC New Communities Project Board.</p>	I = 3 L = 3 9 (9)	<p>Take account of demographic change in the corporate and financial planning cycle.</p> <p>Redesign services to address demands.</p>	31 Oct 2017
STR 7	<p>Partnership with Cambridgeshire County Council - Cllr Peter Topping (was STR20)</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Mike Hill</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (September 2011) The failure of partnership arrangements (e.g. health & wellbeing, economic development, transport, City Deal) with the County Council,</p> <p>Consequence leading to the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, together with potential reputational impact, resulting in adverse effects on the district's residents and businesses.</p>	I = 3 L = 3 9 (9)	<p>Active engagement of officers and Members in partnerships, to ensure the district's residents' and businesses' needs are articulated.</p> <p>Good relationships with County on: RECAP Waste Partnership (and with National Agencies), Children & Young People's Area Partnership, New Communities Project Board, Older People's Accommodation Strategy.</p>	I = 3 L = 3 9 (9)	<p>Timescale to progress: Progress being monitored via Corporate Plan. Dependent on the timeframe/milestones for each partnership.</p>	31 Oct 2017

SCDC Strategic Risk Report



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STR 14	<p>Access to Primary Care in Growth Areas - Cllr Mark Howell (was STR29)</p> <p>Head of Service: Mike Hill</p> <p>Risk Owner: Mike Hill</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (May 2016) Failure of health partners to provide increased capacity for primary care and mental health services for new and expanding communities,</p> <p>Consequence leading to inability of residents to access quality local health care increasing pressure on existing services, increased public health costs through higher A&E admissions, increased direct costs for SCDC in reacting to the detrimental impacts of ill-health and inability to effectively achieve Corporate Plan Living Well outcomes resulting in reduced quality of life and increased health acute and chronic health conditions for residents in affected communities, reduced capacity by public health agencies to contain viral outbreaks and inability of SCDC to maintain viable service levels.</p>	<p>I = 3 L = 3 9 (9)</p>	<p>Proactive negotiations with developers to ensure adequate health infrastructure provision in new communities within relevant legal agreements; Development Delivery Agreements in place/under negotiation to embed a partnership approach. Ongoing participation in robust county health scrutiny and Local Health Partnership. Delivery of Corporate Plan Living Well objectives around ill-health prevention.</p>	<p>I = 3 L = 3 9 (9)</p>		

SCDC Strategic Risk Report



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STR 12	<p>Shared Services initiatives with other authorities - Cllr Peter Topping (was STR27)</p> <p>Head of Service: Mike Hill</p> <p>Risk Owner: Brian O'Sullivan</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (November 2014) Shared services initiatives are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> •inadequate stakeholder engagement, •conflicting priorities, •unavailability of key staff, or •Councils not adapting how they work to new arrangements <p>A further risk is that established partnership delivers worse than before in terms of:</p> <ul style="list-style-type: none"> •outputs; •cost of service; •reputation (in particular among residents); •lack of agreed objectives. <p>Consequence leading to inadequate resources and support, inefficient practices and unreasonable expectations on shared-staff, resulting in a delay or failure in delivering the outputs, required additional income and savings targets, and associated benefits for the district's residents and businesses, including possible dilution in service levels initially.</p>	I = 3 L = 3 9 (9)	<p>Clear KPIs are in place to track performance on a regular basis. These are reviewed by the Shared Services Board in accordance with the governance set up.</p> <p>Progress to be overseen by a joint steering group including Leaders and relevant portfolio holders. A Joint Committee has been established to oversee the delivery of shared services, to endorse shared business plans, to monitor performance and report through to Cabinet. For SCDC, reports to Cabinet in October 2014 (re ICT, Legal and Waste) November 2014 (re Building Control) and July 2015 (re Building Control, ICT and Legal). Strong programme and project management provided by an overall programme 3C Management Board comprising Directors from each authority, supported by the 3C Programme Manager, individual project boards of lead officers and relevant support services officers from each authority. Prioritisation of projects within workloads. Dedicated external resources obtained for each project, funded from Transformation Challenge Award grant, and additional resources allocated to ensure improved co-ordination and delivery.</p> <p>A dedicated risk register is overseen and monitored by the 3C Management Board and progress will be reported through Corporate Plan monitoring.</p> <p>A Joint Committee has been established to oversee the delivery of shared services, to endorse shared business plans, to monitor performance and report through to Cabinet.</p> <p>Revised recharging models in place from April 2017. This will be monitored through The 3C governance boards.</p>	I = 3 L = 2 6 (6)	<p>Timescale to progress: Work underway to align governance and financial management arrangements.</p>	31 Oct 2017

SCDC Strategic Risk Report



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STR 1	<p>Consultation and Engagement - Cllr Nick Wright (was STR02)</p> <p>Head of Service: Caroline Ryba (SCDC)</p> <p>Risk Owner: Richard May</p> <p>Last Updated: 06 Oct 2017</p>	<p>Cause (Previously Equalities; reviewed July 2016) The Council is successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies,</p> <p>Consequence leading to decisions relating to service delivery being overturned and possible Commission for Human Rights and Equalities inspection, resulting in delays to the implementation of new service proposals causing detriment to customer service, preventing the timely delivery of policy and financial objectives, reduction in reserves available to support balanced MTFs, adverse publicity and effect on reputation.</p>	I = 4 L = 2 8 (8)	<p>The Policy Development Officer (PDO) role includes responsibilities for ensuring continuing compliance with our statutory Public Sector Equality Duty, delivery of the Equality Scheme 2015-2020 and a review of corporate consultation and engagement to ensure consistency and quality across all service areas.</p> <p>The Policy Development Officer left her post on 4 August 2017 and has not been filled, thus delaying the completion of specific projects. The Policy and Performance Manager will take lead responsibility for equality and diversity until the vacancy is filled, although he has limited capacity given other priorities. He has submitted a briefing note identifying specific projects which will be delayed or paused as a consequence, including reviews of the Council's Community Engagement Strategy and Equality Scheme. It is considered that the likelihood of this risk materialising has increased, though not sufficiently to constitute a 'strong possibility' (one in two) at Level 3.</p>	I = 4 L = 2 8 (8)	<p>Due for completion in November 2017 the Policy Development Officer was leading a project to refresh the Council's Community Engagement Strategy and Toolkit to ensure the application of consistent best practice standards across the organisation. She has also prepared a briefing paper for management team discussion to inform a review of the Council's Equality Scheme and associated Equality Impact Assessment Process. We intend to adopt a new scheme in March 2018.</p> <p>Projects on hold following loss of Policy Development Officer in August 2017.</p>	31 Mar 2018

SCDC Strategic Risk Report



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STR 16	<p>Delivery of Devolution by Combined Authority - Cllr Peter Topping (was STR31)</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Susan Gardner Craig</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (September 2016) Change in local and national economic outlook and/or political priorities, ineffective governance and delivery structures and/or a lack of skills and capacity to deliver them,</p> <p>Consequence leading to: Real and perceived 'democratic deficit', lack of proper accountability, the diversion of human and financial resources away from SCDC strategic priorities and failure to deliver key service commitments within the Deal, resulting in inability of SCDC to deliver its Corporate Plan, financially unviable services, reputational damage for SCDC, wider loss of credibility for the Combined Authority and all partners within it, reducing the prospect of successful future devolution deals with government.</p>	I = 4 L = 2 8 (8)	<p>The risk is that the parties involved in setting up the combined authority don't move quickly enough or coherently enough, however, by this time the progress is as follows:</p> <ul style="list-style-type: none"> -Appointed Interim officers for the 3 key positions, adverts for permanent recruitment to go out during Autumn 2017; -Advert for Combined Authority Chief Executive published and new Chief Executive appointed and in post; -Agreed a draft staffing structure, reviewed by Scrutiny and confirmed; -A number of work streams are put together to work on objectives; -A Work Plan is set up which captures all the details. 	I = 4 L = 2 8 (8)		