

SCDC Strategic Risk Report



Report Date	08 Jun 2018
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 Hazel Smith</p> <p>Head of Service: Stephen Hills</p> <p>Risk Owner: Stephen Hills</p> <p>Last Updated: 08 Jun 2018</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>I = 5 L = 4 20 (20)</p>	<p>The success of the new PSL project will be known within 6 months.</p>	28 Feb 2018
				<p>New hostel opened in 2015 with increased TA.</p>		<p>Cabinet decision on financial bid for additional staff team.</p>	28 Feb 2018
				<p>Successful Joint Trailblazer bid to introduce more joint working and initiatives around homeless prevention.</p>		<p>Update customer information on the website so that a self service option exists in relation to basic housing advice.</p>	30 Jun 2018
				<p>CIH review of homelessness in 2016, identifying existing good practice and future recommendations.</p>		<p>Review working practices with mental health services to help prevention amongst this group.</p>	31 Oct 2018
				<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>Produce a new Homeless Strategy and action plan</p>	31 Oct 2018
						<p>Monitor impact of proposed funding system for supported housing.</p>	31 Oct 2018
						<p>The mitigation work will be closely monitored throughout the year.</p>	31 Dec 2018

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 5	<p>Welfare Reform - Cllr John Williams</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Dawn Graham</p> <p>Last Updated: 08 Jun 2018</p>	<p>Cause (December 2010) (Update Jan 2017) Radical changes to benefits, including localised council tax support scheme and introduction of a universal credit system,</p> <p>Consequence leading to possible:</p> <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 = 5 20 (20)</p>	<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.</p> <p>Delay in roll out for Cambridge. Continuing to monitor roll out of Universal Credit (UC) in other LA's 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>	<p>I = 3 L = 4 12 (12)</p>	<p>Bid for additional funding submitted, to cover the case that grants currently provided for housing benefit assessment work are reduced. late implementation of Universal Credit has meant that grant reduction is less than anticipated for 2018/19. The implementation of UC needs to be constantly reviewed during 2018/19 to assess impact for 2019/20</p>	<p>30 Jun 2018</p>

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 25	Risk of Designation as Poorly Performing Planning Authority - Cllr Tumi Hawkins Head of Service: Stephen Kelly Risk Owner: Jane Green Last Updated: 08 Jun 2018	Cause 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. Consequence Designation means that an alternative avenue opens for developers to submit planning applications direct to PINS. SCDC would be responsible for administration costs but without any planning fee. Loss of income and reputational damage plus ability to influence outcomes could lead to a loss of local control of development forms, quality etc. Reputational risk. Deter inward investment into the District. Potential impact on staff recruitment and retention.	I = 5 L = 4 20 (20)	Establishment of planning service improvement board and regular (weekly) management meeting to ensure effective collaborative management of performance and workload priorities across the service.	I = 4 L = 3 12 (12)	Direct engagement with government on the circumstances surrounding SCDC position regarding appeals.	31 Mar 2018
				Improvements to data resilience and quality leading to greater insight and more dynamic management of workloads to support effective performance and staff/workload management on planning applications.		Advice from Counsel on current position regarding 5-year housing land supply.	31 Mar 2018
				Investment by Council in continued recruitment and service development and regular reports to Senior Management Team, Scrutiny and Cabinet.		Review of Scheme of Delegation	31 Jul 2018
				Progression of the Local Plan through to adoption and on-going review of the case supporting applications for sites relying upon paragraph 14 NPPF			
				Training for Planning Committee to support high quality decision making on major applications.			
STR 28	Failure to produce / late certification / approval of accounts and/or to obtain unqualified audit opinion - Cllr John Williams Head of Service: Alex Colyer Risk Owner: Caroline Ryba (SCDC) Last Updated: 08 Jun 2018	Cause (January 2018) Significant changes in accounting requirements increasing the length and complexity of the Statement of Accounts, together with a reduction of a month for closure of accounts and, a 10 month hard close to facilitate audit demands, and incorporation of group accounts. Recent changes in staff mean that it may be more difficult to complete some tasks on time as training and guidance will be required for tasks only occurring at year -end potentially, putting strain on other stages of the closedown programme, Consequence leading to reputational loss and adverse publicity, uncertainty over the Council's financial position, resulting in increased stress and workload for the Accountancy Service and diversion from other accounting responsibilities such as budget monitoring.	I = 5 L = 4 20 (20)	A team review meeting of 2016-17 close down conducted and plan of action determined for the 2017-18 close down process.	I = 4 L = 3 12 (12)	Plan of actions and close down timetable, including information for auditors, prepared and team members informed of the tasks.	31 May 2018
				Accountancy meetings to monitor progress against closedown programme take place weekly.		Prompt replies to audit queries.	31 Jul 2018
				Additional resources added to the team as required: an interim Chief Accountant appointed to ensure efficient close down process.			
				Attendance at CIPFA/ external audit final accounts workshops.			
				Close liaison with the auditors to ensure all requests are fulfilled on time.			
				Meeting auditors' requirements with regard to the content and format of the final accounts working papers.			
				Separate auditors appointed for the Company on a time-bound contract.			

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 13	<p>Recruitment & Retention - Cllr Philippa Hart</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Susan Gardner Craig</p> <p>Last Updated: 08 Jun 2018</p>	<p>Cause (September 2015)</p> <p>(Update Jan 2018) Reduced staffing capacity due to fluctuations in the job market and 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>Ongoing: Additional actions being considered in some service areas.</p>	<p>30 Jun 2019</p>
STR 26	<p>Contract failure - Cllr Neil Gough</p> <p>Head of Service: Trevor Nicoll</p> <p>Risk Owner: Rebecca Weymouth-Wood</p> <p>Last Updated: 08 Jun 2018</p>	<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>	<p>I = 4 L = 4 16 (16)</p>	<p>Management of the potential contract dispute is in progress and meeting happening with Amey at senior officer level. 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>	<p>I = 4 L = 3 12 (12)</p>		

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 27	Mare Fen Bank Improvement Project - Cllr Neil Gough Head of Service: Mike Hill Risk Owner: Paul Quigley Last Updated: 08 Jun 2018	Cause (November 2017) Failure to find funding, gain regulatory approval or commission suitable contractor for Mare Fen Bank Improvement project Consequence leading to delay in progressing Northstowe phase 2 (planning condition requires completion prior to first occupation), leading to potential legal challenge by developer (HCA), and/or Internal Drainage Board, financial and reputational loss to the council	I = 4 L = 4 16 (16)	Discussions with Housing and Combined Authority colleagues to explore alternative sources of finance underway	I = 4 L = 3 12 (12)	Chase EA for update on sign-off of final design, which will enable project to proceed, subject to funding: public sector cooperation agreement (EA/SDCDC), commissioning works etc.	31 Jan 2018
				Liaison group formed between SCDC, Developer (HCA) and EA. Negotiated HCA providing project management and C&D skills to help design and deliver scheme, EA waiving permit fees and providing staff capacity and experience. HCA to source build material. HCA to use own site contractor to carry out works, compliant with SCDC procurement Regs.		Review cost estimates received from HCA 11/01/2018 and apply to Combined Authority for grant aid (to be taken to CA February Board for decision).	31 Jan 2018
				Regular updates to PFH, Director, Communications Manager		Draft and sign-off public sector cooperation agreement between SCDC and EA enabling SCDC to commission works on behalf of EA (dependant upon EA regulatory approval of proposed scheme)	31 Mar 2018
				Service risk EC7 elevated to Strategic Risk Register.		Estimated cost of works £340,000, based on initial EA design. Source of funding to be investigated and secured.	31 Mar 2018
						Options paper to EMT as part of process to obtain formal decision for SCDC to carry out works on behalf of EA	31 Mar 2018

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 3	Failure to meet Housing Need - Cllr Dr. Tumi Hawkins Head of Service: Stephen Kelly Risk Owner: Stephen Kelly Last Updated: 08 Jun 2018	Cause (June 2007, was Lack of Land Supply) Delivery of housing falling below levels necessary to achieve: - the Local Plan target for housing 2011-2031 - a five-year supply of housing - City Deal 1,000 additional homes on rural exception sites. Economic uncertainty following Brexit and potential slow down in planning application submissions and house building 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. Consequence	I = 4 L = 4 16 (16)	Housing Delivery Project to manage this situation with measures including: - Monthly monitoring of 5-year supply sites - Annual monitoring of delivery against housing trajectory in Annual Monitoring Report (AMR) - Tracking of outline planning permissions through to implementation - reduced time limits on outline permissions from 3 to 2 years - requiring delivery programmes from developers - Planning Performance Agreements (PPAs) in place for all strategic sites to set out agreed programmes and secure monies for staff. - Neighbourhood Planning Toolkit to enable parishes to develop local housing and design polices reflecting local circumstances	I = 2 L = 4 8 (8)	Work with Housing to maximise self-build opportunities.	31 Mar 2018
				Effective programme management and regular liaison with developers.		31 Mar 2018	
				Consider alternative delivery mechanisms e.g LDOs to encourage timely delivery.		31 Mar 2018	
				Consider alternative delivery mechanisms e.g LDOs to encourage timely delivery.		01 Apr 2018	
				Review design guide SPD.		31 Mar 2019	
				Modification to the Local Plan to include method of 5 year supply calculation based on Liverpool method.			

SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
		<p>Failure to meet Housing needs identified in Local Plan, including affordable housing, and potential consequential impact on local economic growth.</p> <p>A lack of five-year supply of housing, leading to continuation of speculative planning applications for housing that is inconsistent with normal planning policies, resulting in;</p> <ul style="list-style-type: none"> - impacts on local communities, - increase in planning appeals, - lack of confidence in the planning system and in the Council in being able to plan for the district. <p>Risk to City Deal achieving agreed target of 1,000 additional homes on rural exception sites, as no dwellings can be counted on qualifying sites towards this City Deal target until the Council is in credit against its Local Plan target.</p> <p>Lack of efficient planning process to deliver strategic sites to anticipated housing trajectory timescales, along with necessary supporting infrastructure, which is key to overall housing delivery and demonstrating a 5-year housing land supply.</p> <p>Potential adverse impact on quality of schemes and customer confidence.</p>					

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 4	<p>Medium Term Financial Strategy (MTFS) - Cllr John Williams</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Caroline Ryba (SCDC)</p> <p>Last Updated: 08 Jun 2018</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.	23 Feb 2018
				Comparisons between MTFS, financial position statements and General Fund, HRA and Capital Programme estimates.		Separately identify commercial income in the Council's reports and projections.	28 Feb 2018
				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.	28 Feb 2018
				Monitor inflation factors, effect of current economic climate on demand led services and budgets.			
				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



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
		leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.					
STR 2	Gypsy and Travellers and those not meeting new definition - Cllr Tumi Hawkins Head of Service: Stephen Kelly Risk Owner: Caroline Hunt Last Updated: 08 Jun 2018	<p>Cause Changes in the planning definition of Gypsies and Travellers and resulting change in planning situation for those that do not meet the new definition. Issue addressed at Local Plan examination and Inspectors' modifications say it is an issue to be addressed in Local Plan review. Final view awaited from Inspectors in their report.</p> <p>Consequence Potential to result in possible increase in unauthorised sites and planning appeals with some uncertainty pending Local Plan review due to start in 2019.</p>	I = 4 L = 3 12 (12)	The Local Plan examination hearing addressed this issue and the modifications identified by the Inspector for consultation do not seek further changes for this Local Plan but identify it as an issue for the next Local Plan review. The final Inspectors' report will provide clarity on the appropriate policy for inclusion in the Local Plan that will then form the statutory basis for decision making. Local Plan review to start in 2019 including further updated evidence of needs.	I = 3 L = 3 9 (9)	<p>Carry out consultation on proposed Modifications to ensure a sound plan.</p> <p>Consider through Local Plan review, due to start in 2019, including further updated evidence of needs. Monitor applications relating to caravan accommodation for those not meeting the planning definition and any appeals and decisions to inform the next Local Plan. Also ongoing role for Council as local housing authority under Housing Act 2015 as part of role in relation to wider housing needs including those living in caravans.</p>	<p>31 Jul 2018</p> <p>31 Dec 2019</p>

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 9	<p>HRA Business Plan - Cllr Hazel Smith</p> <p>Head of Service: Stephen Hills</p> <p>Risk Owner: Julia Hovells (SCDC)</p> <p>Last Updated: 08 Jun 2018</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 	<p>I = 4 L = 3 12 (12)</p>	<ul style="list-style-type: none"> •Cuts successfully identified to HRA during 2017 allowing a balanced budget to be set for 30 year business plan period from 2018/19. •Further detailed review of HRA business plan part of 2017 Service Plan. •Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing and respond to formal consultations. •November 2017 Budget announced return to CPI+1% rent rises after 2019 •Potential to negotiate with Government for retention of high value sales receipts to fund a replacement programme. •Revised HRA Business Plan was approved in February 2017. •SoS Dec 17 announcement that sale of high value council houses to be postponed for at least 12 months from April 18. •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. •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>I = 3 L = 3 9 (9)</p>	<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>	<p>28 Feb 2018</p>

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 11	<p>Business Improvement & Efficiency Programme - Cllr Philippa Hart</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Phil Bird</p> <p>Last Updated: 08 Jun 2018</p>	<p>Cause The Business Improvement Efficiency Programme (BIEP), and any subsequent 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>	<p>I = 4 L = 3 12 (12)</p>	<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 Progress Reports to EMT from the Programme Manager. These show a RAG rating. 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..</p>	<p>I = 4 L = 2 8 (8)</p>		

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 29	<p>Transition to shared services - Cllr Bridget Smith</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Mike Hill</p> <p>Last Updated: 08 Jun 2018</p>	<p>Cause Reduced capacity in teams, both those subject to transition to shared services and those supporting the transition, arising from involvement in consultation activities, general/ operational preparation and resolving of unforeseen issues,</p> <p>Consequence leading to reduced engagement levels; resulting in reduced discretionary effort, increased stress levels among colleagues, 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 = 3 12 (12)</p>	<p>Ongoing regular communication via the Shared Services newsletter to staff and stakeholders.</p> <p>Regular communications with individuals in 1-2-1 meetings etc. Close liaison with our partners to ensure all issues are addressed as effectively as possible.</p> <p>Regular monitoring and reports to the Shared Services Board</p> <p>Support for employees from HR policies in all councils.</p> <p>Support from the Shared Services Programme Hub.</p> <p>User of external consultants.</p>	<p>I = 2 L = 3 6 (6)</p>	<p>-Improve communication between programme office, shared service leads, affected teams and stakeholders -Improved communication of implementation plans -Recruitment of permanent shared services managers and other vacant posts</p>	31 Mar 2019
STR 6	<p>Demands on services from an ageing population - Cllr Neil Gough</p> <p>Head of Service: Mike Hill</p> <p>Risk Owner: Stephen Hills</p> <p>Last Updated: 08 Jun 2018</p>	<p>Cause (September 2011) Service planning fails to adjust to the districts demographic changes showing a significant growth in the proportion of over 65s,</p> <p>Consequence leading to inability to meet additional demands on health and social care services, including to the Council's sheltered housing and benefits services, resulting in an impact on the quality of life of many older people in the district, adverse impact on service standards; increased customer dissatisfaction with services; increased levels of social isolation.</p>	<p>I = 3 L = 3 9 (9)</p>	<p>Following "Ageing Well" workshops, Cabinet agreed an "Ageing Well" plan in July 2014 following a Joint Portfolio Holder Task & Finish Group. SCDC Housing leading on development of sub-regional Older People's Housing Strategy and refresh of County Older People Strategy. SCDC Housing staff contributing to Cambridgeshire Executive Partnership Board projects including Data Sharing, 7-Day Working, Person-Centre System, and Ageing Healthily & Prevention. Issue and impact discussed by Cabinet / EMT. 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. NHS England now joined SCDC New Communities Project Board.</p>	<p>I = 3 L = 2 6 (6)</p>	<p>Take account of demographic change in the corporate and financial planning cycle. Redesign services to address demands.</p>	31 May 2018

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 7	Partnership with Cambridgeshire County Council - Cllr Aidan Van de Weyer Head of Service: Alex Colyer Risk Owner: Mike Hill Last Updated: 08 Jun 2018	Cause (September 2011) The failure of partnership arrangements (e.g. health & wellbeing, economic development, transport, City Deal) with the County Council, 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.	I = 3 L = 3 9 (9)	Active engagement of officers and Members in partnerships, to ensure the district's residents' and businesses' needs are articulated. 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.	I = 3 L = 2 6 (6)	Timescale to progress: Progress being monitored via Corporate Plan. Dependent on the timeframe/milestones for each partnership.	31 Oct 2017

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 12	<p>Shared Services initiatives with other authorities - Cllr Bridget Smith</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Brian O'Sullivan</p> <p>Last Updated: 08 Jun 2018</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.</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. 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. Partnership agreement being reviewed and MOU for services in draft for completion by Summer 2018. Shared Services Management Board reviewing Partnership Agreement</p>	31 Aug 2018

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 14	<p>Access to Primary Care in Growth Areas - Cllr Neil Gough</p> <p>Head of Service: Mike Hill</p> <p>Risk Owner: Mike Hill</p> <p>Last Updated: 08 Jun 2018</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 = 2 6 (6)</p>		

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 1	<p>Consultation and Engagement - Cllr Philippa Hart</p> <p>Head of Service: Caroline Ryba (SCDC)</p> <p>Risk Owner: Richard May</p> <p>Last Updated: 08 Jun 2018</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>	<p>I = 4 L = 2 8 (8)</p>	<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 has 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.</p> <p>CMT considered a report setting out Equalities Issues at its meeting in November 2017, following which a Leadership Development Action Learning Group has begun a project to review the Council's activities in this area and make recommendations for a new Equality Scheme.</p> <p>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> <p>ALS made its recommendation to EMT on 13 March 2018; awaiting next steps to be agreed and communicated.</p>	<p>I = 3 L = 2 6 (6)</p>	<p>Report ALS recommendations to EMT.</p> <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. Review of Community Engagement Toolkit identified as an action in the draft Corporate Plan 2018-19.</p>	<p>31 Jul 2018</p> <p>31 Mar 2019</p>

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 16	<p>Delivery of Devolution by Combined Authority - Cllr Bridget Smith</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Susan Gardner Craig</p> <p>Last Updated: 08 Jun 2018</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 = 3 L = 2 6 (6)		
STR 30	<p>Commercialisaion - Cllr Bridget Smith</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Alex Colyer</p> <p>Last Updated: 08 Jun 2018</p>	<p>Cause Moving towards commercialisation of the Council activities undertaken by the staff not used to having an entrepreneurial approach and without a background in commerce, Lack of business analysis skills and business finance knowledge</p> <p>Consequence leading to</p> <ol style="list-style-type: none"> 1. Activities undertaken do not generate profits; 2. Commercial services are not performed well; 3. Reputational damage caused; 4. Legal implications. 	I = 4 L = 2 8 (8)	<ol style="list-style-type: none"> 1. Consider formation of a corporate programme hub with key business analysis and commercial skills. Recruitment of team members with experience in commercial organisations; 2. Scrutiny of new revenue-generating projects; 3. Monitoring of revenue-generating activities. 4. Identified in the OD strategy 	I = 3 L = 2 6 (6)		