

# SCDC Strategic Risk Report



## Appendix F

<b>Report Date</b>	21 Sep 2018
<b>Risk Status</b>	Open
<b>Council / Service</b>	Strategic (STR)
<b>Control Status</b>	Existing
<b>Action Status</b>	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	Increase in cost of managing homelessness - Cllr Hazel Smith <b>Head of Service:</b> Heather Wood <b>Risk Owner:</b> Susan Carter <b>Last Updated:</b> 04 Sep 2018	<b>Cause</b> (January 2013) Potential impacts from welfare benefit changes, more responsibilities under the Homeless Reduction Act and instability in the housing market, <b>Consequence</b> 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. 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) Failure to meet housing need (STR3) is also linked and will impact on the level of homelessness.	I = 5 L = 5 25 (25)	Successful Joint Trailblazer bid to introduce more joint working and initiatives around homeless prevention.	I = 5 L = 4 20 (20)	Referral system for other agencies to identify early risk of homelessness	01 Oct 2018
				Review of homelessness in the district.		Monitor impact of proposed funding system for supported housing.	31 Oct 2018
				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.		Produce a new Homeless Strategy and action plan	31 Oct 2018
				Staffing bid approved for 2018-19 budget 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.		Prepared for Universal Credit in the area - working with HB dept and CAB	30 Nov 2018
						The mitigation work will be closely monitored throughout the year.	31 Dec 2018
						Exit strategy for trailblazer project	28 Jun 2019

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STR 28	Failure to produce / late certification / approval of accounts and/or to obtain unqualified audit opinion - Cllr John Williams  <b>Head of Service:</b> Alex Colyer  <b>Risk Owner:</b> Caroline Ryba (SCDC)  <b>Last Updated:</b> 10 Sep 2018	<b>Cause</b> (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,  <b>Consequence</b> 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)	Additional resources added to the team as required: an interim Chief Accountant was appointed to ensure efficient close down process until 31 July 2018	I = 4 L = 4 16 (16)	Prompt replies to audit queries.	30 Sep 2018
				Attendance at CIPFA/ external audit final accounts workshops.		Date extended from 31 July to 30 September, reflecting delayed audit timing.	
				Close liaison with the auditors to ensure all requests are fulfilled on time.		Additional technical resource being sought to be in place for 4 weeks from 17 September 2018, if available.	15 Oct 2018
				Meeting auditors' requirements with regard to the content and format of the final accounts working papers.		The audit has been postponed and will re-start on 24 September.	31 Oct 2018
				Plan of actions and close down timetable, including information for auditors, prepared and team members informed of the tasks.			
				Separate auditors appointed for the Company on a time-bound contract. Company audit completed and signed off.			

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STR 5	<p>Welfare Reform - Cllr John Williams</p> <p><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Dawn Graham</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> (December 2010) (Update Jan 2017) Radical changes to benefits, including localised council tax support scheme and introduction of a universal credit system,</p> <p><b>Consequence</b> leading to possible:</p> <ul style="list-style-type: none"> <li>•increased IT cost due to required system changes;</li> <li>•implementation costs not fully reimbursed by Government grant;</li> <li>•increased workload for Benefits and Homelessness teams, resulting in potential for:</li> <li>•adverse effect on service provision due to the number of changes;</li> <li>•increased dissatisfaction with the service due to reduced amounts of benefit payable;</li> <li>•impact on Medium Term Financial Strategy;</li> <li>•devastating effect on people with mental health problems; and</li> <li>•dislocation of private sector housing market.</li> </ul>	<p>I = 4 L = 5 20 (20)</p>	<p>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>Bid for additional funding approved in 2018-19 budget, 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>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>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>I = 3 L = 4 12 (12)</p>		

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Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 13	<p>Recruitment &amp; Retention - Cllr Philippa Hart</p> <p><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Susan Gardner Craig</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> (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><b>Consequence</b> 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"> <li>•Internal development opportunities</li> <li>•Funded professional development &amp; qualifications</li> <li>•Secondments, both internally and with partnering authorities</li> <li>•Shared services with partnering authorities</li> <li>•Market supplements on a fixed term basis</li> <li>•Use of temporary workers</li> <li>•Changes to recruitment approaches, new jobs page on website, use of different media</li> <li>•Keep under review marketplace pay levels using e-paycheck and other means</li> <li>•Increase in the number of apprenticeships across all service areas of the council.</li> <li>•Participation in national apprenticeship Trailblazer programmes</li> <li>•Developing a career progression scheme, particularly in Planning</li> <li>•Offering trainee LGV Driver places</li> </ul>	<p>I = 3 L = 3 9 (9)</p>	Ongoing: Additional actions being considered in some service areas.	30 Jun 2019
STR 26	<p>Contract failure - Cllr Neil Gough</p> <p><b>Head of Service:</b> Trevor Nicoll</p> <p><b>Risk Owner:</b> Rebecca Weymouth-Wood</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> (September 2017) Supplier failure including contractual arrangements - Major contract concern is the MRF contract.</p> <p><b>Consequence</b> 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>		

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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 <b>Head of Service:</b> Mike Hill <b>Risk Owner:</b> Paul Quigley <b>Last Updated:</b> 26 Jul 2018	<b>Cause</b> (November 2017) Failure to find funding, gain regulatory approval or commission suitable contractor for Mare Fen Bank Improvement project  <b>Consequence</b> leading to delay in progressing Northstowe phase 2 (planning condition requires completion prior to first occupation), leading to potential legal challenge by developer (Homes England), and/or Internal Drainage Board, financial and reputational loss to the council	I = 4 L = 4 16 (16)	£750k funding for works secured from CA. Funding agreement between CA and H.E. under development, enabling grant to be paid direct to H.E. Consent for works submitted to EA. Following EA consent H.E. will pass the design onto their contractor to produce construction drawings and obtain necessary permissions etc. to undertake the works. Works due to commence, depending on above, Autumn 2018 or Spring 2019.	I = 4 L = 3 12 (12)	Chase EA for update on sign-off of final design and issuing of consent for works, which will enable project to proceed.	03 Sep 2018
				Liaison group formed between SCDC, Developer (Homes England) and EA. Negotiated HE providing project management and C&D skills to help design and deliver scheme, EA waiving permit fees and providing staff capacity and experience. HE to source build material. HE to use own site contractor to carry out works, compliant with SCDC procurement Regs.		Chase CA for update on development of funding agreement between CA and HE, enabling grant payment to be made direct to HE.	07 Sep 2018
				Regular updates to PFH, Director, Communications Manager			
				Service risk EC7 elevated to Strategic Risk Register.			

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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><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Caroline Ryba (SCDC)</p> <p><b>Last Updated:</b> 21 Sep 2018</p>	<p><b>Cause</b> (June 2007)</p> <p>Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> <li>•not achieving delivery of additional income / savings to meet targets, including from Business Improvement &amp; Efficiency and Commercialisation Programmes projects (and see STR26), shared services initiatives and the housing company;</li> <li>•inflation exceeds assumptions;</li> <li>•interest rates do not meet forecasts;</li> <li>•employer's pension contributions increases exceed projections;</li> <li>•changes in demand for some service areas could lead to pressures in the related budgets, especially Housing;</li> <li>•unforeseen restructuring costs;</li> <li>•retained business rates scheme – volatility of outstanding valuation appeals, made worse by the 2017 revaluation;</li> <li>•retained business rates scheme tariff adjustments continue from 2020/21;</li> <li>•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;</li> <li>•major developments do not meet housing trajectory forecast;</li> <li>•impact of welfare reform (and see STR15);</li> <li>•availability of budget for Cabinet priorities;</li> <li>•material error or omission in MTFS forecasts;</li> <li>•increased uncertainty in budget setting due to commercial activities, exposure to market competition and commodity price trends, leads to reduced income / increased costs above those forecast in MTFS,</li> </ul> <p><b>Consequence</b> leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.</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>	Quarterly reports on commercial projects and market price trends to Cabinet.	28 Oct 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 Oct 2018
				Implement bids and savings process to evaluate demands on the Council's financial resources going forward.		Implement plans to deliver Council's programme in line with latest General Fund income and savings targets, review use of reserves.	23 Feb 2019
				Monitor inflation factors, effect of current economic climate on demand led services and budgets.		Identify further opportunities for commercial income and assess the risks associated with each commercial project.	23 Feb 2019
				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.							

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STR 2	<p>Gypsy and Travellers and those not meeting new definition - Cllr Tumi Hawkins</p> <p><b>Head of Service:</b> Stephen Kelly</p> <p><b>Risk Owner:</b> Caroline Hunt</p> <p><b>Last Updated:</b> 18 Sep 2018</p>	<p><b>Cause</b> 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' report says it is an issue to be addressed in Local Plan review.</p> <p><b>Consequence</b> Potential to result in possible increase in unauthorised sites and planning appeals with some uncertainty pending consideration of the issue through the Local Plan review due to start in 2019.</p>	<p>I = 4 L = 3 12 (12)</p>	<p>The Local Plan Inspectors concluded that this is an issue to be addressed through the early Local Plan review. The Local Plan for adoption will provide the statutory basis for decision making pending the consideration through the Local Plan review..</p>	<p>I = 3 L = 3 9 (9)</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 Dec 2019</p>

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STR 11	<p>Business Improvement &amp; Efficiency Programme - Cllr Philippa Hart</p> <p><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Phil Bird</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> 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"> <li>•inadequate stakeholder engagement,</li> <li>•conflicting operational, programme and project priorities, or</li> <li>•long term unavailability of relevant and crucial staff,</li> </ul> <p><b>Consequence</b> 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"> <li>•Delivery of Commercial skills training</li> <li>•Leadership Training</li> <li>•Project Management/Project Sponsor Training</li> </ul> <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 &amp; 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. 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 increased score of 12 reflects the fact that there have..</p>	<p>I = 4 L = 2 8 (8)</p>		

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STR 9	<p>HRA Business Plan - Cllr Hazel Smith</p> <p><b>Head of Service:</b> Stephen Hills</p> <p><b>Risk Owner:</b> Julia Hovells (SCDC)</p> <p><b>Last Updated:</b> 07 Sep 2018</p>	<p><b>Cause</b> (March 2012) The HRA Business Plan has its own associated risk register.</p> <p><b>Consequence</b> The score of the risk in this Strategic Risk Register is a composite score from the HRA Business Plan risk register, and reflects changes in national housing and welfare policy and associated impacts:</p> <ul style="list-style-type: none"> <li>•1% rent reduction for 4 years from April 2016,</li> <li>•Potential impact of Welfare Reform changes, . Ability to top up RTB receipts and spend within required timescales</li> </ul>	<p>I = 4 L = 3 12 (12)</p>	<ul style="list-style-type: none"> <li>•Confirmation in Green Paper of August 2018 of intention to repeal sale of higher value voids legislation.</li> <li>•Cuts successfully identified to HRA during 2017/18 allowing a balanced budget to be set for 30 year business plan period from 2018/19.</li> <li>•Further detailed review of HRA business plan part of 2018/19 HRA Medium Term Financial Strategy.</li> <li>•Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing and respond to formal consultations.</li> <li>•November 2017 Budget announced return to CPI+1% rent rises after 2019</li> <li>•Revised HRA Business Plan was approved in February 2018.</li> <li>•SoS Dec 17 announcement that sale of high value council houses to be postponed for at least 12 months from April 18. Further supported by intention to repeal legislation in consultation of August 2018.</li> <li>•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.</li> </ul>	<p>I = 3 L = 2 6 (6)</p>		

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STR 29	Transition to shared services - Cllr Bridget Smith <b>Head of Service:</b> Alex Colyer <b>Risk Owner:</b> Mike Hill <b>Last Updated:</b> 08 Jun 2018	<b>Cause</b> 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, <b>Consequence</b> 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.	I = 4 L = 3 12 (12)	Ongoing regular communication via the Shared Services newsletter to staff and stakeholders.	I = 2 L = 3 6 (6)	With departure of the Head of 3CICT, recruitment process for a suitable replacement.	31 Dec 2018
				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.		-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	31 Mar 2019
				Regular monitoring and reports to the Shared Services Board			
				Support for employees from HR policies in all councils.			
				Support from the Shared Services Programme Hub.			
				User of external consultants.			

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STR 3	Failure to meet Housing Need - Cllr Dr. Tumi Hawkins  <b>Head of Service:</b> Stephen Kelly  <b>Risk Owner:</b> Sharon Brown  <b>Last Updated:</b> 19 Sep 2018	<b>Cause</b> The Local Plan Inspectors' Report published on 3 September 2018 considered housing requirement and housing supply. The Inspectors concluded that the Council had demonstrated an adequate supply of land for housing both over the plan period 2011-2031 and in terms of the five year period 2018-2023. They endorsed a joint housing trajectory and the Liverpool method of calculating five year housing land supply reflecting the joint strategy that includes major sites and new settlements with longer lead in periods.	I = 4 L = 3 12 (12)	- Annual monitoring of delivery against housing trajectory in Annual Monitoring Report (AMR) - Tracking of outline planning permissions through to implementation - 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 = 2 4 (4)	Effective programme management and regular liaison with developers.	31 Mar 2019
		A risk remains moving forward of delivery of housing provision 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.		Local Plan for adoption to include joint housing trajectory with Cambridge and method of 5 year supply calculation based on Liverpool method		Work with Housing to maximise self-build opportunities.	31 Mar 2019
		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. Nevertheless, the Council is in a much stronger position than it has been during the local plan examination process where it was not able to demonstrate a five year supply of housing land and the risk is reduced accordingly. The NPPF has introduced a new Housing Delivery Test which assesses past delivery against housing requirements and this will be a further risk..		Tracking of delivery against Housing Delivery test		Engagement with house builders aiding housing delivery	30 Nov 2019
		<b>Consequence</b>					

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		If the Council were in future unable to demonstrate a five year supply or meet the housing delivery test, the NPPF provides a tilted balance in favour of development applications.					
STR 6	<p>Demands on services from an ageing population - Cllr Neil Gough</p> <p><b>Head of Service:</b> Mike Hill</p> <p><b>Risk Owner:</b> Stephen Hills</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> (September 2011) Service planning fails to adjust to the districts demographic changes showing a significant growth in the proportion of over 65s,</p> <p><b>Consequence</b> 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>	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 &amp; 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 &amp; 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 = 2 6 (6)		
STR 7	<p>Partnership with Cambridgeshire County Council - Cllr Aidan Van de Weyer</p> <p><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Mike Hill</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> (September 2011) The failure of partnership arrangements (e.g. health &amp; wellbeing, economic development, transport, City Deal) with the County Council,</p> <p><b>Consequence</b> 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 &amp; Young People's Area Partnership, New Communities Project Board, Older People's Accommodation Strategy.</p>	I = 3 L = 2 6 (6)	<p>Timescale to progress: Progress being monitored via Corporate Plan. Dependent on the timeframe/milestones for each partnership.</p>	31 Oct 2018

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STR 12	<p>Shared Services initiatives with other authorities - Cllr Bridget Smith</p> <p><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Phil Bird</p> <p><b>Last Updated:</b> 24 Jul 2018</p>	<p><b>Cause</b> (November 2014) Shared services initiatives are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> <li>•inadequate stakeholder engagement,</li> <li>•conflicting priorities,</li> <li>•unavailability of key staff, or</li> <li>•Councils not adapting how they work to new arrangements</li> </ul> <p>A further risk is that established partnership delivers worse than before in terms of:</p> <ul style="list-style-type: none"> <li>•outputs;</li> <li>•cost of service;</li> <li>•reputation (in particular among residents);</li> <li>•lack of agreed objectives.</li> </ul> <p><b>Consequence</b> 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>	<p>I = 3 L = 3 9 (9)</p>	<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>	<p>I = 3 L = 2 6 (6)</p>	<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>	<p>31 Aug 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 14	<p>Access to Primary Care in Growth Areas - Cllr Neil Gough</p> <p><b>Head of Service:</b> Mike Hill</p> <p><b>Risk Owner:</b> Mike Hill</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> (May 2016) Failure of health partners to provide increased capacity for primary care and mental health services for new and expanding communities,</p> <p><b>Consequence</b> leading to inability of residents to access quality local health care increasing pressure on existing services, increased public health costs through higher A&amp;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>	<p>Engage with NHS England re s106 money required to provide healthcare in growth areas confirmed by the approved Local Plan</p>	<p>30 Jun 2019</p>

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STR 1	<p>Consultation and Engagement - Cllr Philippa Hart</p> <p><b>Head of Service:</b> Caroline Ryba (SCDC)</p> <p><b>Risk Owner:</b></p> <p><b>Last Updated:</b> 01 Aug 2018</p>	<p><b>Cause</b> (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><b>Consequence</b> 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>

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STR 30	<p>Commercialisaion - Cllr John Williams</p> <p><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Alex Colyer</p> <p><b>Last Updated:</b> 29 Aug 2018</p>	<p><b>Cause</b> 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><b>Consequence</b> leading to</p> <ol style="list-style-type: none"> <li>1. Activities undertaken do not generate profits;</li> <li>2. Commercial services are not performed well;</li> <li>3. Reputational damage caused;</li> <li>4. Legal implications.</li> </ol>	<p>I = 4 L = 2 8 (8)</p>	<ol style="list-style-type: none"> <li>1. Consider formation of a corporate programme hub with key business analysis and commercial skills. Recruitment of team members with experience in commercial organisations;</li> <li>2. Scrutiny of new revenue-generating projects;</li> <li>3. Monitoring of revenue-generating activities.</li> <li>4. Identified in the OD strategy</li> </ol>	<p>I = 3 L = 2 6 (6)</p>		