

## Appendix A – Draft Strategic Risk Register Q1– Updated for Scrutiny Committee Review - August 2019

| Risk Ref | Risk Title  | Cause & Effect   | Current Risk Score | Risk Control   | Target Risk Score | Action Required   | To be implemented by   |
|----------|---|--|--------------------|--|-------------------|---|--|
| G        | Infrastructure Failure<br><br><b>Head of Service:</b><br>Susan Gardner Craig<br><b>Risk Owner:</b> Alex Young                         | <p><b>Cause</b><br/>Major IT failure of infrastructure and systems and/or failure of contractors to deliver effective contract transition of public service network (from Virgin Media to MLL EastNet)</p> <p><b>Consequence</b></p> <p><b>Leading to</b><br/>complete loss of service and network connectivity in one or more Service areas across SCDC</p> <p><b>Resulting in</b><br/>potential to miss statutory obligations, damage to property, endangering life, unquantified financial costs, reputational damage</p>                           | I = 5 L = 4<br>20  | <ul style="list-style-type: none"> <li>ICT Strategy and Business Plan agreed by Cllrs in 2017.</li> <li>Server Consolidation Project underway to improve resilience from previous SCDC stand-alone exposure.</li> <li>Independent Penetration / Resilience testing undertaken as part of PSN compliance</li> <li>Business continuity plan updated and exercised, with lessons learned shared from previous events</li> <li>Appropriate investment in IT</li> <li>Council Anywhere enables working at multiple sites.</li> <li>5 days support from LGA – completed and received July 2019. Recommendations being considered. SGC</li> <li>SCDC active participation in and management of Virgin Media to MLL EastNet contract transfer risk via EastNet Board meetings. SGC</li> </ul>  | I = 5 L = 1<br>5  | <ul style="list-style-type: none"> <li>Provide sufficient resources to support ICT Strategy</li> <li>Complete Council Anywhere programme. Roll-out began April 2019 and complete in Shared Planning &amp; Waste Services.</li> <li>Undertake comprehensive fail-over tests for Servers.</li> <li>Review LGA 5 day report and agree recommendations.</li> <li>Quantify financial risk arising from network transfer from Virgin Media</li> </ul> | <p>31/03/20<br/>Alex Young</p> <p>31/03/20<br/>Andrew Francis</p> <p>31/03/20<br/>Alex Young</p> <p>30/09/19<br/>Susan Gardner-Craig</p> <p>31/12/19<br/>Susan Gardner-Craig</p> |
| B        | Insufficient people resources and skills<br><br><b>Head of Service:</b> Susan Gardner Craig<br><b>Risk Owner:</b> Susan Gardner Craig | <p><b>Cause</b><br/>Council unable to recruit in a high employment area, national skills shortages in certain skills areas (HGV drivers, planners), high cost of living (housing), transport infrastructure, inability to match market place pay &amp; package levels,</p> <p><b>Consequence</b></p> <p><b>Leading to</b><br/>Staff shortage, lack of suitable skills and capacity, not fulfilling aspirations of the workforce;</p> <p><b>Resulting in</b><br/>Inability to deliver services and business plan, negative impact on current staff.</p> | I = 4 L = 4<br>16  | <ul style="list-style-type: none"> <li>Good management and leadership (1:1s, PDR, etc)</li> <li>Diversity of work and development opportunities</li> <li>Employee package in place</li> <li>Apprenticeships scheme in place; Management Apprenticeship scheme agreed (June 2019)</li> <li>Adaptable and flexible workforce</li> <li>Focus on personal and career development as part of PDRs</li> <li>Positive and enabling culture – staff survey undertaken</li> <li>Shared Services to improve resilience and reduce turnover.</li> <li>Golden Hellos in place for hard-to-recruit / retain posts</li> <li>Employee referral scheme operating</li> <li>Developing a career progression scheme, particularly in Planning</li> <li>Offering trainee HGV Driver places</li> <li>Participation in national apprenticeship Trailblazer programmes</li> <li>Branding and selling South Cambs as an employer – HGV publicity and Planning microsites</li> <li>Disability Confidence scheme</li> <li>Commitment to provision of Essential Worker affordable homes in corporate Business Plan</li> </ul> | I = 4 L = 2<br>8  | <ul style="list-style-type: none"> <li>Recruit to new posts once Planning structures agreed. Planning recruitment now underway (July 19)</li> <li>Undertake review of recruitment</li> <li>Set up Member task and finish groups to look at disability confidence scheme and Recruitment &amp; Retention (set-up May 2019)</li> <li>Promote Apprenticeships and work experience across all service areas</li> </ul>                              | <p>31/12/19<br/>SGC &amp; Stephen Kelly</p> <p>31/12/20 SGC</p> <p>31/12/20 SGC</p> <p>On-going SGC</p>  |

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|----------|---|--|--------------------|--|-------------------|--|---|
| C2       | Failure to meet targets for building new affordable Council housing and failure to spend the right to buy receipts;<br><br><b>Head of Service:</b> Heather Wood<br><br><b>Risk Owner:</b> Kirstin Donaldson | <p><b>Cause</b><br/>Lack of experienced, commercial new-build development and project management skills, experience and capacity.</p> <p><b>Consequence</b><br/><b>Leading to</b><br/>Failure to build an average of 70 new affordable homes each year and spend Right-to-Buy receipts lack of housing for residents, inequality of housing arrangements, failure to meet the highest housing need,</p> <p><b>Resulting in</b><br/>Corporate business plan commitments are not delivered, reputational and financial damage due to handing back Right-to-Buy receipts to Govt with a high-interest penalty or S106 money to developers, potential increase in the cost of managing homelessness.</p> | I = 4 L = 4<br>16  | <ul style="list-style-type: none"> <li>Local plan sets 40% affordable policy target</li> <li>Council supports new HRA Borrowing freedoms</li> <li>Support to develop parish plans and develop exception sites</li> <li>Organisation Development Plan targets hard-to recruit skills</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> <li>Revised HRA Business Plan was approved in February 2018 and agreed to continue 1.95% surcharge to new build capital budget to enable recruitment of 2 extra staff new build officers.</li> <li>New interim Team Manager appointed to cover vacancy in Head of New Development.</li> <li>Development &amp; Investment Manager sitting with the team and providing technical mentoring to interim Team Manager</li> <li>External experienced contractor appointed 2 days per week to keep current projects on-track</li> <li>Healthy pipeline of new build houses – July 19. £6m RTB spend agreed in August 19 for 144 units on 2 sites.</li> </ul> | I = 4 L = 2<br>8  | <ul style="list-style-type: none"> <li>Development of the new build strategy (Kirstin Donaldson)</li> <li>Agree HRA borrowing requirements with Cabinet now that HRA borrowing cap has been lifted.</li> <li>Consider recruitment of further interim, experienced housing development contractors (Rob Dean recruited as Interim Development Project Manager and Nick Lockley as Development Project Officer (New Build))</li> </ul> | <p>31/03/20<br/>Kirstin Donaldson</p> <p>Peter Maddock<br/>31/12/19</p> <p>31/03/20<br/>Kirstin Donaldson</p> |
| K        | Effective project and programme management<br><br><b>Head of Service:</b> Susan Gardner Craig<br><b>Risk Owner:</b> Phil Bird   | <p><b>Cause</b><br/>Failure to identify and effectively manage and join-up projects and programmes of work to deliver business benefits and corporate Business Plan objectives</p> <p><b>Consequence</b><br/><b>leading to</b><br/>to failure to generate income, increased costs, non-delivery of service, resources deployed ineffectively, programmes across the organisations not aligned and duplicated</p> <p><b>resulting in</b><br/>failure to deliver benefits to community, reputational damage, financial pressures, legal challenge, impact on people and places</p>   | I = 4 L = 4<br>16  | <ul style="list-style-type: none"> <li>Corporate Programme Manager re-tasked to design and set up cross-cutting corporate Programmes to deliver business change / ICT, corporate Business Plan, Climate &amp; Environment projects, Local Plan and Major Growth Sites.</li> <li>Corporate Business Process Improvement Group set-up to coordinate business process improvement work. First meeting July19.</li> <li>Cabinet agreed Programme roles and funding (£40k) for Organisation Review in February 2019.</li> <li>MSP and Prince 2 trained employees and toolkit available</li> <li>Project methodology (roles &amp; responsibilities)</li> <li>Training fund available to refresh and develop skills</li> <li>Transformation &amp; Change funding available to support extra Programme and Project resource across SCDC.</li> <li>Business Analysts skills and experience available in-house and 2 posts recruited for 18 months. Bids in for 3 further Business Analyst 18 month fixed term posts to be funded from ICT capital project funds. Bid in for Data Analyst 18 month fixed-term post.</li> <li>Use of external consultants to support where necessary.</li> </ul>  | I = 3 L = 2<br>6  | <ul style="list-style-type: none"> <li>Ensuring adequate governance arrangements for every programme and project</li> <li>Provision of training</li> <li>Ensuring sufficient people resources for each project</li> </ul>  | <p>31/12/19<br/>Phil Bird</p> <p>31/12/20<br/>Phil Bird</p> <p>31/12/19<br/>Phil Bird</p>                     |

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| I        | Organisational Review and Operating Model<br><br><b>Head of Service:</b> Mike Hill<br><b>Risk Owner:</b> Mike Hill | <p><b>Cause</b></p> <p>Following the change in Council priorities and the move to a more cross-cutting Business Plan and “One Council” approach, the Council’s previous operating model, organisational values, capabilities, and structure fail to deliver the new Council’s strategic outcomes for residents, communities and businesses</p> <p><b>Consequence</b></p> <p><b>Leading to</b></p> <p>insufficient staff strategic leadership and operational capacity in the right places, continued “silo” approach to customers and service delivery, failure to develop the Council’s information and data capabilities to deliver a modern Council, inability to join up data to understand the needs of customers and design and deliver services around residents and businesses, failure to deliver a more commercial approach and to generate income to fund Council work, organisational values and behaviours do not underpin “Leadership, Trust and Empowerment”</p> <p><b>Resulting in</b></p> <p>the Council does not have an appropriate operating model going forward and fails to sustainably deliver the growth, prosperity, housing and environmental improvements for residents and businesses set out in the Council’s new Business Plan.</p> | I = 4 L = 4<br>16  | <ul style="list-style-type: none"> <li>Phase 1 analysis of SCDC completed.</li> <li>Phase 2 development of new operating model and change programme agreed by Cabinet in March 2019.</li> <li>Transformation Fund set up to resource change programme.</li> <li>Engagement and comms plan for colleagues, Members and Partners in place (April 2019)</li> <li>Vision for organisation change set out to Members and colleagues (March &amp; April 19 – Leader &amp; CEx)</li> <li>New CEx Liz Watts starts 23 September 2019.</li> </ul> | I = 2 L = 3<br>6  | <ul style="list-style-type: none"> <li>Recruit new senior management team of Directors (Employment Committee in July agreed to place process on-hold awaiting new CEx starting in September).</li> <li>Appoint SCDC Programme Manager and Change Manager (JD &amp; PS being developed July19);</li> <li>Develop Work with Cabinet-appointed external consultants Castlerigg to deliver Phase 2 work by 30 September 2019;</li> <li>Ensure Council Organisational Review is effectively aligned with Shared Planning Service change programme (Programme Managers)</li> </ul> | <p>30/10/19<br/>Liz Watts</p> <p>30/09/19<br/>Mike Hill</p> <p>30/09/19<br/>Mike Hill</p> <p>30/09/19<br/>Susan Gardner-Craig</p> |
| A        | Information Governance<br><br><b>Head of Service:</b><br>Susan Gardner Craig<br><b>Risk Owner:</b> Valerie Gray    | <p><b>Cause</b></p> <p>Failure to effectively manage information and data handling and retention, use of incorrect information and legal non-compliance</p> <p><b>Consequence</b></p> <p><b>Leading to</b></p> <p>loss or corruption of data, inability to access or share data across services and with Partners, staff don’t know what data SCDC holds, data is held and duplicated in multiple systems</p> <p><b>Resulting in</b></p> <p>SCDC does not use data effectively to understand and predict residents’ needs and design services to meet those needs, Harm to customers (individuals, organisations, staff, etc), financial penalties and reputational damage).</p>  | I = 5 L = 3<br>15  | <ul style="list-style-type: none"> <li>Training</li> <li>Good practice</li> <li>Staff resources. New Information Governance Manager started July 19. Dedicated support for SCDC identified July19.</li> <li>Policies, guidance in place.</li> <li>IT Systems</li> <li>IT Security policies</li> <li>Document Storage</li> <li>GDPR and DPA compliance</li> <li>Protocols &amp; Sharing agreement Member awareness</li> <li>PSN compliance achieved.</li> </ul>   | I = 5 L = 2<br>10 | <ul style="list-style-type: none"> <li>Resolve compliance issue on credit cards / payment processing</li> <li>Issue clear guidance to staff on data management issues</li> <li>Ensure compliance with data scanning requirements</li> </ul>  | <p>31/03/20<br/>Valerie Gray</p>  |

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| H        | Governance of Shared Services<br><b>Head of Service:</b> Mike Hill<br><b>Risk Owner:</b> Trevor Roff | <p><b>Cause</b><br/>Ineffective and bureaucratic Shared Service decision-making processes are not open and transparent</p> <p><b>Consequence</b></p> <p><b>Leading to</b><br/>lack of clarity of and Councillor involvement in what Shared Services are expected to deliver and how decisions are taken and failure to learn and apply that learning to improve services</p> <p><b>Resulting in</b><br/>Shared Services are not effectively governed and delivering against business plans, fail to retain staff and provide resilience, and fail to deliver services for residents.</p> | I = 5 L = 3<br>15  | <ul style="list-style-type: none"> <li>Shared Service Agreement signed by all Councils;</li> <li>Governance structure has been in place for 3 years;</li> <li>Annual Business Plans produced by each Shared Service;</li> <li>Quarterly performance, finance and risk reviews undertaken by Shared Service Director Board with each Head of Shared Service.</li> <li>Annual Report presented to Cabinet in July each year</li> </ul> | I = 3 L = 2<br>6  | <ul style="list-style-type: none"> <li>Shared Service Agreement Appendices to be completed with Recharge mechanisms, Exit Strategy etc; (July 19 – extra resource brought in to progress this work)</li> <li>Governance arrangements to be reviewed and presented to CEx's in 2019;</li> <li>Service MoU's to be completed for Planning, ICT, Legal and Waste as priorities – all other Shared Services to have MoU's in place following Governance review.</li> <li>Learning is captured and shared via effective governance processes.</li> <li>Shared Scrutiny Committee for Shared services to be explored. Possible paper to Cabinet in Oct 2019</li> <li>New ICT Member Board to be set-up</li> </ul> | <p>31/10/19<br/>Mike Hill</p> <p>30/09/19<br/>Mike Hill</p> <p>31/03/20<br/>Mike Hill</p> <p>31/03/20<br/>Mike Hill</p> <p>02/10/19<br/>Mike Hill</p> <p>30/09/19<br/>Mike Hill</p> |



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|----------|--|---|--------------------|---|-------------------|---|--|
| C1       | Housing delivery and maintaining 5-year housing supply<br><br><b>Head of Service:</b> Stephen Kelly<br><br><b>Risk Owner:</b> Sharon Brown | <p><b>Cause</b></p> <p>Failure to meet targets in housing and affordable homes delivery, standards and design, or appropriately plan for new housing, failure to address national changes in housing and welfare policies, miss targets in local plan housing delivery as allocated in the 2018 local plan;</p> <p><b>Consequence</b></p> <p><b>Leading to</b></p> <p>lack of suitable, sustainable housing for residents, high house prices, lack of workforce for the businesses in the area, shortage of transport and facilities</p> <p><b>Resulting in</b></p> <p>low growth in business in the area, unhealthy and unhappy population, public dissatisfaction, reputational damage, worsening air quality and environmental,</p> <p>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.</p> | I = 3 L = 4<br>12  | <ul style="list-style-type: none"> <li>Annual monitoring of delivery against housing trajectory in Annual Monitoring Report (AMR)</li> <li>Tracking of outline planning permissions through to implementation</li> <li>Planning Performance Agreements (PPAs) in place for all strategic sites to set out agreed programmes and secure monies for staff.</li> <li>Neighbourhood Planning Toolkit to enable parishes to develop local housing and design policies reflecting local circumstances</li> <li>Tracking of delivery against Housing Delivery test</li> <li>New Housing Strategy agreed by Cabinet in April 2019</li> <li>Major Sites Programme Board meeting every 2 months.</li> <li>Council agreed investment in extra air quality monitoring resources in February 2019</li> <li>New, extra Climate Change &amp; Environment Officer appointed in March 2019</li> <li>Climate Change &amp; Environment Advisory Committee set up in September 2019</li> <li>SCDC an active member of Greater Cambridge Partnership to deliver improved transport facilities</li> </ul> | I = 3 L = 3<br>9  | <ul style="list-style-type: none"> <li>Implement an adequate workforce plan which addresses risk around difficulties in recruitment and retention of planners</li> <li>Develop sites to access Combined Authority £100m funding for new affordable homes</li> <li>Housing Strategy action plan progress to be reported to Cabinet on a quarterly basis from September 19</li> </ul> | <p>31/03/20<br/>Paul Frainer</p> <p>31/03/20<br/>Heather Wood / Geoff Clark</p> <p>06/11/19<br/>Julie Fletcher</p> |
| D        | Flooding<br><br><b>Head of Service:</b> Trevor Nicoll<br><br><b>Risk Owner:</b> Michael Parsons  | <p><b>Cause</b></p> <p>In a low-lying area with high water table, periods of heavy rain cause high-levels of surface water run-off and rising ground-water and river-levels</p> <p><b>Consequence</b></p> <p><b>leading to</b></p> <p>houses, businesses and infrastructure are flooded</p> <p><b>resulting in</b></p> <p>people forced to leave their homes and are unable to access their workplaces for days or weeks, disrupting communities and damaging the local economy / water and food supplies are disrupted due to flood water contamination / SCDC services are interrupted as staff are diverted to manage emergency response.</p>  | I = 4 L = 3<br>12  | <ul style="list-style-type: none"> <li>Local Plan policies and Sustainable Environment SPD address flood reduction and mitigation;</li> <li>SCDC is active in CPLRF;</li> <li>SCDC practices its Emergency Plan and Business Continuity Plan responses;</li> <li>Sandbag service provided by Greater Cambridge Shared Waste Service;</li> <li>Parishes supported to have own Emergency Plans and resources.</li> </ul>  | I = 4 L = 2<br>8  | <ul style="list-style-type: none"> <li>Annual inspections of award drainage system. (In progress)</li> </ul>  | <p>31/03/20<br/>Trevor Nicoll</p>  |

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| E        | Unsustainable financial position<br><br><b>Head of Service:</b> Trevor Roff<br><b>Risk Owner:</b> Peter Maddock | <p><b>Cause</b></p> <p>Government Spending Review 2019 reduces money to SCDC, while Fair Funding Review 2021 reallocates money away from SCDC to social care. New Homes Bonus is reduced / removed and Business Rates Retention is changed, impacting on SCDC as a growth area. Economic Growth reduces and so tax income to Govt reduces, impacting on Local Government Settlement, cost of “growth” sees demand for services outstrip income from new business rates or Council tax</p> <p><b>Consequence</b></p> <p><b>leading to</b></p> <p>SCDC funding pressure in 2021 = £3.4m, of which £2.3m is covered from reserves leaving a gap of £1.1m</p> <p><b>resulting in</b></p> <p>reduced income for SCDC with no reduction in demand for services, inability to set a balanced budget, services changes and reductions and increased charges to residents and businesses.</p> | I = 4 L = 3<br>12  | <ul style="list-style-type: none"> <li>MTFS agreed by full Council in February 2019</li> <li>3-stream Investment Strategy to increase income agreed by Council in February 2019</li> <li>SCDC Members and Officers actively engaged in regional and national policy debates via East of England, DCN etc.</li> <li>FMS system procured and now in use</li> <li>Finance policies &amp; procedures</li> <li>Staff training</li> <li>Budgeting cycle linked to Business Plan</li> <li>New s.151 Officer appointed</li> <li>Quarterly reports by / to Heads of Service to track budget performance.</li> <li>Audit (Internal / External) – External Auditors Ernst &amp; Young postponed work; now on-site and work underway (August 2019)</li> <li>Income generating activities underway across Council</li> <li>Investment Strategy agreed at Full Council Feb 2019. First Investment property purchased providing new income stream.</li> <li>Head of Commercial Development &amp; Investment started Aug 19 (David Ousby)</li> <li>Green Energy Investment Officer started July 19 (Alex Snelling-Day)</li> <li>Financial principles and process agreed and underway with CEMT to identify financial pressures and savings to feed into November 19 MTFS report.</li> </ul> | I = 4 L = 3<br>12 | <ul style="list-style-type: none"> <li>Refresh Investment Strategy</li> <li>Value-for-Money Strategy to Cabinet</li> <li>Build investment portfolio to provide income streams and capital returns to deliver MTFS.</li> <li>Monitor changes in government funding policies and exploit any opportunities that arise</li> <li>Implement FMS Budget &amp; Forecasting module to give managers tighter controls over costs and income.</li> <li>External Auditors to complete audits of 2017-18 and 2018-19 accounts</li> <li>Recruit Commercial Development &amp; Investment Officer</li> <li>SCDC Financial Regulations to be refreshed as part of Organisation Review</li> <li>Programme of Service Reviews to be agreed as part of Organisation Review</li> </ul> | 06/11/19<br>Trevor Roff<br>04/09/19<br>Trevor Roff<br><br>31/03/22<br>David Ousby<br><br>31/03/20<br>Peter Maddock<br><br>31/03/20<br>Suzy Brandes<br><br>18/10/19<br>Peter Maddocks<br><br>31/12/19<br>David Ousby<br><br>31/03/20<br>Peter Maddock<br><br>31/12/19<br>Mike Hill |

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| F        | Supporting Councillors to be effective<br><br><b>Head of Service:</b> Susan Gardner Craig<br><b>Risk Owner:</b> Kathrin John                                 | <p><b>Cause</b><br/>Councillors require training and development to be fully effective in their roles</p> <p><b>Consequence</b><br/><b>leading to</b><br/>Councillors unaware of, unable to access information on nor understand the complexities of the Council's Constitution, their roles, the Services it provides, the demands on staff and how the Council operates</p> <p><b>resulting in</b><br/>Councillors experience difficulties taking informed decisions, developing and setting policy, supporting officers to deliver services, and resolving residents' local issues.</p> | I = 3 L = 4<br>12  | <ul style="list-style-type: none"> <li>Member Development Programme - Members are equipped with the skills, knowledge and information they need to carry out their roles</li> <li>Scrutiny and Overview Committee provides opportunity for Members to ask questions, examine key operational and policy issues and carry out in depth reviews.</li> <li>Review of the Constitution by Member Task and Finish Group to ensure it meets statutory requirements; is fit for purpose and reflects best practice</li> <li>Organisational capacity in place for Member and governance support, including sufficient budget for effective Member Development</li> <li>New Scrutiny &amp; Governance Advisor in post January 2019 (Victoria Wallace)</li> </ul> | I = 3 L = 2<br>6  | <ul style="list-style-type: none"> <li>Review and update Member Development Programme to respond to changing and emerging training and development needs of Members (Completed 31/07/19 – awaiting Lead Cabinet Member review)</li> <li>Conclusion and implementation of Constitution review and briefing of all Members on outcomes (on track for November 19)</li> <li>Review capacity, both staffing and budget, in place to support Member Development function (funding bid submitted – July 19)</li> <li>Improve and update website with service information;</li> <li>Update of Service Plans setting out what service is being delivered, to what quality and cost standards.</li> </ul> | <p>30/09/19<br/>Kathrin John</p> <p>31/12/19<br/>Kathrin John</p> <p>31/07/19<br/>Kathrin John (Complete)</p> <p>30/09/19<br/>Gareth Bell</p> <p>30/09/19<br/>Phil Bird / CEMT</p> |
| L        | Organisational culture doesn't reflect organisational direction<br><br><b>Head of Service:</b> Susan Gardner-Craig<br><b>Risk Owner:</b> Susan Gardner-Craig | <p><b>Cause</b><br/>Council is unable to access appropriate skills, behaviours and attitudes in Councillors, Managers and Staff</p> <p><b>Consequence</b><br/><b>leading to</b><br/>failure to embed appropriate organisational culture, poor behaviour and poor working practice</p> <p><b>resulting in</b><br/>ineffective use of resources, reputational damage, failure to deliver, loss of partner engagement, low retention and recruitment of excellent staff, poor Member-Officer partnership working, negative customer impact on work colleagues, lack of joined approach.</p>   | I = 4 L = 3<br>12  | <ul style="list-style-type: none"> <li>Established leadership programme</li> <li>Training opportunities for all staff</li> <li>Recruitment process addressing business needs</li> <li>Appraisal and performance management processes in place</li> <li>Organisational development strategy in place</li> <li>Inward/Outward balance (learning from others, peer reviews)</li> <li>Celebrating success in place</li> <li>Commitment to staff</li> <li>Comms strategy &amp; engagement</li> <li>Touchdown runs monthly led by CEx</li> <li>Good recruitment practices</li> <li>Staff Survey undertaken 2019</li> <li>Inclusive &amp; enabling organisational structure</li> <li>Corporate briefings, team meetings (structure of engagement)</li> </ul>   | I = 2 L = 2<br>4  | <ul style="list-style-type: none"> <li>Review of recruitment processes</li> <li>Leadership and management development</li> <li>Review of Staff award schemes</li> <li>South Cambridgeshire branding refresh</li> <li>Report results of Staff Survey and develop action plan</li> </ul>   | <p>31/03/20<br/>Susan Gardner-Craig</p> <p>31/03/20<br/>Gareth Bell</p> <p>30/09/19<br/>Susan Gardner-Craig</p>  |

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|----------|--|---|--------------------|---|-------------------|---|---|
| M        | Brexit<br><br><b>Lead officer:</b> Mike Hill<br><b>Risk Owner:</b> Trevor Nicoll   | <p><b>Cause</b><br/>UK exits from European Union (with or without a Deal)</p> <p><b>Consequence</b></p> <p><b>Leading to</b><br/>fuel shortages, disruption to food supplies, water and medical supplies, transport delays, inability to move waste to European processors, reduction in business / investment confidence, reduced consumer spending</p> <p><b>Resulting in</b><br/>SCDC staff and residents unable to travel as part of daily life, stockpiling of food and fuel trigger shortages, reduction in spending and businesses collapse leading to job losses, increase in benefits demands and homelessness, inability to pay Council Tax.</p>  | I = 2 L=4<br>8     | <ul style="list-style-type: none"> <li>Member-led Brexit Working Group convened and reported recommendations in Autumn 2018.</li> <li>SCDC fully engaged in CPLRF Emergency Planning meetings and reporting arrangements locally and to Government around Brexit</li> <li>SCDC Heads of Service have assessed service and resident impacts.</li> <li>Extra fuel ordered and stored for SCDC operations</li> <li>Staff home locations mapped to support flexible deployment of officers in the event travel / fuel disruption</li> </ul>                       | I = 2 L=4<br>8    | <ul style="list-style-type: none"> <li>Attend CPLRF Brexit Strategic Co-ordination Group and Tactical Coordination Group meetings.</li> </ul>   | Mike Hill / Trevor Nicoll (as convened)                         |
| J        | Consultation and engagement with public<br><br><b>Head of Service:</b> Susan Gardner-Craig<br><b>Risk Owner:</b> Gareth Bell | <p><b>Cause</b><br/>Council does not effectively “join-up” its consultation and engagement with staff, public and Partners</p> <p><b>Consequence</b></p> <p><b>Leading to</b><br/>customer exclusion, lack of public support and lack of public understanding of the role of Local Government and District Council specifically, failure to make appropriate decisions approved by local residents, multiple consultations are launched at the same time leading to “consultation fatigue” and key residents and groups are missed out, overlooked and not correctly engaged with</p> <p><b>Resulting in</b><br/>lack of public trust, public dissatisfaction with the Council’s performance, reputational damage, inability to achieve the Council’s aims, Failure to gather and understand the needs and priorities of residents and businesses, Council takes decisions that are not informed by residents’ views, ambitions and concerns, confusion and contradictions in change, policy and strategy developments.</p> | I = 4 L = 2<br>8   | <ul style="list-style-type: none"> <li>Business plan formulated annually after public consultation</li> <li>Suitable governance arrangements in place</li> <li>Training opportunities for all staff and members</li> <li>Commissioning – partial process</li> <li>Project methodology (roles &amp; responsibilities)</li> <li>Tool kit</li> <li>Corporate Programme officer</li> <li>Communication forward plan</li> <li>Senior Policy Officer appointed June 2019 (Kevin Ledger) to include oversight of consultations in SCDC and with Partners.</li> </ul> | I = 3 L = 2<br>6  | <ul style="list-style-type: none"> <li>Ensure effective communication strategy in place and adhered to</li> <li>Ensure ongoing and frequent updates are fed in to communications forward plan by all services.</li> </ul> | <p>31/03/20<br/>Gareth Bell</p> <p>31/03/20<br/>Gareth Bell</p> |



| Risk Ref | Risk Title  | Cause & Effect  | Current Risk Score | Risk Control   | Target Risk Score | Action Required  | To be implemented by  |
|----------|---|---|--------------------|--|-------------------|--|-----------------------|
| L        | Demographic Change<br><br><b>Lead Officer</b> Mike Hill<br><br><b>Risk Owner</b> Paul Frainer | <b>Cause</b><br>Failure to plan for a growing (from 156,000 to 200,000) and ageing population (50% increase in those aged 75 yrs) in South Cambs<br><br><b>Consequence</b><br><b>Leading to</b><br>increased pressure on council resources, services no longer meet needs of local residents and businesses, new and existing communities experience community cohesion<br><br><b>Resulting in</b><br>service failure, increased chronic health conditions impact increase service demand, reputational damage, financial costs | I = 2 L=4<br>8     | <ul style="list-style-type: none"> <li>SCDC invests in building new communities, not just new houses, via Planning &amp; Economic Development Service and Sustainable Communities &amp; Wellbeing Service</li> <li>S.106 agreements prioritise early provision of community facilities and community development staff to build community cohesion and reduce mental ill-health issues.</li> <li>Local Plan agreed in 2018 to deliver sustainable and affordable homes for all.</li> <li>SCDC fully active in Greater Cambridge Partnership to deliver new transport infrastructure and economic development.</li> </ul> | I = 2 L=3<br>6    | <ul style="list-style-type: none"> <li>Ensure Business Plan and MTFS aligned and actions delivered</li> <li>Support CCG to lobby for improvements in underfunded Cambridgeshire &amp; Peterborough health services.</li> </ul> | 31/03/20<br>Mike Hill |

