

Appendix A: Strategic Risk Register

URN	Risk Event	Leading To	Resulting In	Inherent Impact Score	Inherent Likelihood Score	Inherent Total Score	Control Measure 1	Control Measure 2	Control Measure 3	Residual Impact Score	Residual Likelihood Score	Residual Total Score	Owner	Status	Notes / Comments
SR15	Economic pressures increase, (including Cost of Living and changes to funding system).	<p>Recession. Borrowing rates increase. Reduction in public spending. Restrictions on PWLB borrowing.</p> <p>Reduction in income from businesses and residents.</p>	<p>Impact on budgets (significant for 23/24 budget) and SCDC investment plans. Demand for services outstrip income. Economic growth reduces, impacting Local Government Settlement.</p>	4	5	20	<p>Medium Term Financial Strategy updated regularly to track potential impact on the Council before the impact actually occurs.</p> <p>Regular contact with Pixel our MTFS advisors. Reviewing projection regularly to check reasonableness.</p> <p>Continue to actively monitor situation at service and LT level</p>	<p>Economic Development Team in place bringing together Business Support and Commercial/Regeneration Investments</p> <p>Promote the support available to businesses and residents; remain open to discussion on payments and remain proactive on financial management of debtors</p>	<p>Refresh Investment Strategy.</p> <p>Transformation Programme (including Service Reviews) to continue to identify opportunities for financial savings</p>	3	5	15	P Maddock	Open	The Fair Funding Review has been pushed back to 2025-26, however this does not have an impact on the risk score at this stage, just it's proximity.
SR03	Technical skill shortages, highly competitive employment market and high cost of living and housing in the region.	<p>Difficulties recruiting, vacancies and shortage of skills and capacity in the organisation. Reliance on contractors. Increased stress and sickness.</p>	<p>Impact on service deliver. Failure to meet statutory deadlines. Damage to reputation and legal challenge. Increased expenditure due to use of contractors.</p>	4	4	16	<p>Use of apprenticeship opportunities to 'Grow our Own'. Launch of Management Apprenticeships scheme, Internal development opportunities for staff including secondments and training inc. funding for professional qualification</p>	<p>Keep pay, reward, benefits, staff satisfaction levels under review. Review and improve council 'brand' and marketing use of market supplements in place.</p>	<p>Trialling a 4 day week scheme, if successful will attract staff to the Council for better work/life balance</p>	4	3	12	J Membery	Open	
SR21	Failure to deliver partnership working to deliver infrastructure.	<p>Failure to delivery key infrastructure (such as water supply and electricity) and improved transport and infrastructure for the public.</p>	<p>Impacts implementation of the adopted Local Plan. Delays to delivery of strategic developments. Less opportunity to address climate change through improved connectivity.</p>	4	4	16	<p>Close working with partners at Cambridge and Peterborough Combined Authority and Greater Cambridge Partnership</p>	<p>Close collaboration on consultations emanating from CPCA, GCP and GCSPS to ensure project outcomes are aligned</p>		3	4	12	S Kelly	Open	Note from Caroline Hunt - at this point in time infrastructure (particularly water) is a live factor delaying delivery of strategic developments.

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SR23	Ability to deliver Local Plan due to limitations on water and utilities.	Delivery of key infrastructure across Greater Cambridge is critical to implementation of the Council's Local Plan, and improved transport and infrastructure for the public.	Delays to delivery of strategic developments. Less opportunity to address climate change through improved connectivity. Lack of utility provision such as water supply and electricity.	3	4	12	Effective input into infrastructure planning through engagement with statutory providers, or bodies like the Greater Cambridge Partnership.	Review of processes and systems to ensure most effective way is introduced.	Programme management resource to be recruited, along with use of Uniform/PM3.	3	4	12	S Kelly	Open	Residual likelihood score was lower but has increased due to current objections from the Environment Agency to major planning applications due to uncertainty over water supply.
SR24	Non-compliance with council housing legislation.	Risk to health and life.	Legal action. Reputational risk. Intervention by Regulator for Social Housing. At extreme corporate manslaughter.	4	4	16	Policies and procedures being developed to ensure assessments are carried out within timescales	Regular audits to ensure compliance with current regulations. and continuity checks with contractors records External contractor engaged to review compliance risks	External verification of processes	4	3	12	P Campbell	Open	
SR29	Demand for refugee housing outstrips supply.	Increased risk of homelessness.	Increased homelessness, impacts on refugee welfare, potential increase costs and impacts on staff stress levels.	4	4	16	Re-matching of Ukrainian refugees with hosts	General Housing Advice and intervention	Purchase of properties through Local Authority Housing Fund for refugees	4	3	12	P Campbell	Open	New risk added 05/07/23 following discussion at LT and based on discussion with Peter Campbell.

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SR02	Cyber security breach.	Risk of having data stolen and held to ransom – potential data breach for residents with sensitive data. Includes medical history and bank details and family history.	Implications, legal, financial, reputational.	5	3	15	Active intelligence client with 3CICT to ensure the risk management approach to cyber security is active and industry good practice.	Ensure risks are reported and discussed at IG boards, to Shared Service Boards and are included in the ICT Business plan.	We now have a cyber security team sat within 3C ICT - keep up to date with the latest cyber threats, ensure security releases are installed in Council devices and communicates with Intelligent Client where any potential security breaches occur.	5	2	10	J Membery	Open	Updated controls 05/07/23 as per conversation with Jeff Membery. Additional control measures include: Risk Management Secure Configuration; Network Security; Managing user privileges; Incident management; User education and awareness; Malware prevention; Monitoring; Removable media controls; Mobile Working.
SR09	Failure to deliver Northstowe civic hub and other community buildings.	Risk of project failure to deliver on time and to budget.	Additional costs; reputational damage and/or delays to service and community provision.	5	3	15	Senior Responsible Officer structure in place; with leads for each aspect of the programme reporting to the Senior Responsible Officer	In July 2022 the Council agreed to provide additional financial support to deliver the buildings The Northstowe Delivery Group has been established to support the Council in delivering the buildings and includes representatives from the County Council and Town Council.	Programme Management in place to provide clear oversight and continuous review of progress and potential risks	3	3	9	A Ainsworth	Open	
SR11	Failure to effectively manage, control and utilise data and intelligence across the council.	Decisions and planning processes based on inadequate / missing information.	Reduced quality of delivery, reputational damage.	3	4	12	Community of Practice in development; options for service improvements and partnering being developed.	Completion of Data Maturity Self Assessment to help inform investigations into potential data strategies	Training, Protocols & Sharing agreements	3	3	9	A Ainsworth	Open	Risk re-scored by Jeff Membery following discussion at LT on 26/06/23. Increased from inherent score of 9 and residual score of 6.

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SR12	Failure to deliver programme of work to reduce SCDCs carbon emissions.	Failure to reduce our carbon footprint by 45% by 2025 and 75% by 2030.	Environmental and reputational damage. Reduced access to funding. Exposure to uncertainty linked to climate change (e.g. fuel costs).	3	4	12	Fleet - decarbonisation programme in place and funded Ensure electricity supply for electric vehicles - additional projects of solar farm for micro grid	Strategy and action plan delivery - this is monitored by CEAC and the programme of projects is monitored by the cluster board. Embed the business plan targets for climate change in other departments, not just the cluster.	Implementation of the Asset Management Strategy relating to our council stock with a focus on decarbonisation Utilising specialist skills and knowledge from the new repairs contract to support decarbonization, including supporting bids for funding.	3	3	9	B Esan	Open	
SR18	Organisational culture doesn't reflect organisational direction.	Inappropriate skills, behaviours and attitudes in Managers and Staff. Ineffective use of resources. Poor Member-Officer partnership working, and a lack of a joined-up approach.	Reputational damage, failure to deliver, loss of partner engagement, low retention and recruitment.	3	4	12	'Appraisal and performance management processes in place. Good recruitment practices, including recent changes to support improved diversity (e.g. blind recruitment). Inclusive & enabling organisational structure now Well embedded Development of Team Charters. Consideration of how to manage teams in a hybrid environment	Well-developed Comms strategy and significant programme of engagement and communications across the council, including: Awards ceremony and Town Hall sessions, Weekly Vlogs from CEO and Leadership Team, Corporate management Team (CMT) development/formal meetings and briefings, Insite opportunities to thank colleagues and celebrate excellence.	A range of internal and external training for all staff and members. Further development of CMT through a programme of training events, some of which will be mandatory.	3	3	9	L Watts	Open	
SR25	Ermine Street Housing (ESH) £100m investment fails to deliver return.	There are a range of factors that impact on ESH (included in the Housing Risk Register) that may impact on the future profitability on ESH.	Lower than anticipated returns on investment.	4	4	16	Interest Rates Rise - Strong financial management	House Price Deflation - House prices are more resilient in the Cambridgeshire Area. Business Model is less dependent on property values, rental income is more important	Property Condition - properties are generally new and in good condition. ESG will complete a stock condition survey to allow a long term investment plan together with an acquisition and disposal strategy	4	2	8	P Campbell	Open	Over time, a consequence of house price inflation will mean that value of assets will continue to grow, providing a buffer to ESH and protecting SCDC investment

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SR26	New Mears Contract fails to deliver service.	Repairs not being completed on time and/or poor quality. Dependence on one contractor.	Dissatisfaction from tenants and reduction in satisfaction levels potential action by regulator and risk of disrepair claims.	4	4	16	Robust monitoring of performance. Expectations and performance measures have been made clear at the outset of the new contract.	Monitoring of contract to include tenant representatives, which will feed into the Housing Performance Panel and Housing Engagement Board.	Robust procurement process including financial check on company.	4	2	8	P Campbell	Open	
SR30	4 day week trial is stopped prematurely by government.	Continued difficulties in recruitment and retention.	Reduced ability to deliver high quality services (particularly in areas such as Planning) and the rise of agency spend to cover posts that are not filled by permanent recruitment; impact on staff morale.	4	3	12	Concern raised by sector about government intervention has been strong, with responses sent by cross-sector membership groups	SCDC has requested a meeting with DLUHC minister to understand their concerns, given early evidence of positive outcomes of the trial (financial and staffing)	Continued use of external independent research team at Cambridge University's Bennett Institute to ensure objectively and independently verified data is produced	4	2	8	L Watts	Open	New risk added - July 2023
SR31	4 day week trial is unsuccessful in achieving its aims of solving recruitment and retention challenge.	Continued difficulties in recruitment and retention.	Reduced ability to deliver high quality services (particularly in areas such as Planning).	4	3	12	Trial is being carefully monitored by officers and members (through Scrutiny of KPIs by O&S and employment impacts by E&S Committees).	Use of external independent research team at Cambridge University's Bennett Institute will ensure objectively verified data is presented to members	Recruitment to new posts advertising the benefits of working in a 4 day week environment	4	2	8	L Watts	Open	New risk added - July 2023

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SR05	Failure to deliver organisational review and operating model.	The Council's operating model, organisational values, capabilities, and structure fail to deliver the Business Plan.	Limitations to service delivery, possible financial and legal penalties and reputational damage.	4	3	12	Engagement and comms plan for colleagues, members and Partners in place. Transformation Fund set up to resource change programme. Transformation projects and Board established to oversee delivery of objectives.	Service Review governance involves members of LT, ensuring input into definitions of objectives for reviews.	Increased number of cross service reviews requiring corporate monitoring and governance rather than relying on service only delivery	3	2	6	J Membery	Open	
SR16	Cost of living crisis – residents.	Increased costs of energy and fuel, housing and food, alongside stagnation / reduction of income (wages, social security benefits such as Universal Credit).	Housing, food, bills less affordable and residents (particularly the vulnerable but also those 'just about managing') suffer physically and financially.	3	3	9	Promote the existing mechanisms available for resident support (such as income maximisation advice, specialist debt advice, spreading payments, discretionary grants, food banks and vouchers, signposting more advice).	Implement new options agreed by Cabinet in Nov 2022, including discretionary housing payments, changes to Localised Council Tax Support, Discretionary Council Tax discounts, charitable giving, warm hubs, warm packs, community chest grants, improving access to affordable food.	Use of grant funding for additional staff for key areas, such as money advice and tenancy sustainability for those suffering from mental ill health	2	3	6	L Watts	Open	
SR20	Fail to harness synergies from partnership working (with e.g. CPCA, Health sector).	Fail to build programmes of work and improve existing services in line with available data, intelligence, partnership funding and collaboration opportunities.	Services not optimised or delivery prioritised as well as possible; funding opportunities not taken; residents failed by partners working in isolation.	3	3	9	CPCA Improvement Plan is supported by all CEOs across C&P and SCDC leads on one workstream	SCDC chairs the C&P Public Service Board which is creating a programme to create a network of officers from all organisations to learn and co-deliver new projects	SCDC CEO is on the Health & Wellbeing board and leading the housing and skills priority area for delivery of the Health and Wellbeing Strategy in December 2022. COO leads on a newly established C&P data sharing working group.	3	2	6	L Watts	Open	

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SR22	Failure to deliver housing and maintain 5 year housing supply.	Lack of suitable sustainable housing for residents The NPPF provide a tilted balance in favour of development applications.	Higher house prices, lack of workforce for businesses, shortage of transport and facilities. The NPPF provide a tilted balance in favour of development applications.	3	3	9	Authority Monitoring Report produced annually along with Housing Trajectory prepared in consultation with housing developers, to ensure an effective understanding of delivery.	Measures to support delivery through the planning application process, with Planning Performance Agreements put in place for strategic developments with established programmes and secured monies for staff.	Measures to address the delivery of infrastructure needed to support growth, such as the transport infrastructure programme of the Greater Cambridge Partnership. Review of the Local Plan, to ensure an ongoing policy framework and identified developments to meet future needs.	3	2	6	S Kelly	Open	At the moment the water issues have not impacted on housing land supply, therefore risk is unchanged.
SR27	Fire at Cambourne HQ	Loss of (all or part of) building, structural integrity leading to possible loss of life of, or injury to, staff or customers	Possible injury or loss of life, financial costs of damage to the building, disruption to Council operations and services. Possible reputational damage if fire detection or prevention systems are found to be inadequate.	5	3	15	Fire risk assessment completed, and regularly reviewed	Fire safety management plan up to date, and regularly reviewed, alongside training and test and live evacuation drills	Highest risks of fire are due to arson and electrical faults. Regular monitoring of potential sources of ignition / clearance. Thorough testing is regularly undertaken (PAT and fixed wire testing)	5	1	5	L Jones	Open	Escalated from THC21 following discussion at 28/06 LT meeting

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SR14	Failure to catch up on producing the statement of accounts (SOA) (overdue, including approval of accounts to obtain unqualified audit opinion)	Resulting in increased stress and workload and diversion from other accounting responsibilities such as budget monitoring.	Reputational loss, and uncertainty over the Council's financial position	4	3	12	A Plan of actions and timetable is prepared for each statement of accounts, including supporting information for auditors whilst monitoring progress regularly to deadlines set. Close liaison with the auditors to ensure all requests are fulfilled on time.	The SOA preparation process has been updated and more automation introduced using the SOA explorer model. This means the statement and notes can be produced quicker and with more accuracy. There are two additional fte's dedicated to the accounts catch up process avoiding significant impact on BAU activities. Training is and will continue to be provided to colleagues to enable the transition to accounts preparation and audit to be carried out.	A report is due to be made to Audit Committee in July to agree a catch up plan between the Council and our auditors with a view to completing two audit cycles per financial year meaning that for the 2024/25 cycle we will aim to be up to date. Attendance at CIPFA / external audit final accounts workshops.	2	2	4	F Ahmed	Open	Additional resources to support and train the team as required in the interim period of catching up.
SR01	IT infrastructure failure	Complete loss of service and network connectivity in one or more service areas across SCDC	Potential to miss statutory obligations, risk to vulnerable residents; incurring financial penalties, and reputational damage.	4	2	8	Active intelligent client with 3CICT to ensure risk management approach to infrastructure failure is active and industry good practice (see notes for categories of control measures).	Ensure risks are reported and discussed at IG boards, to Shared Service Boards and are included in the ICT Business plan.	Services to ensure business continuity plans are updated by the end of Sept 2023 and submitted to a central registry (with hard copy also available). Hosted services can now be accessed directly rather than through network in event of failure. Communication through social media outside of the Council's network to mitigate impacts and ensure up to date comms.	3	1	3	J Membery	Open	Updated controls 05/07/23 as per conversation with JM. Additional control measures include: split-site data centre, resilience built into hardware and software, separate networks for systems management and application, ability to reroute network traffic in the event of any failures, alternative power generation, data backup tools, 24/7 hardware support and maintenance, cooling, fire suppression and smoke detection, leak detection and site security.

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SR06	Failure of information governance, data management	Use of incorrect information and legal non-compliance. Loss or corruption of data, inability to access or share data.	Limitations to service delivery, possible financial and legal penalties and reputational damage.	3	2	6	Agreed additional funding for IG team to ensure review of processes to reduce likelihood of failure	Governance changes being introduced so cross council accountability is delivered and efficiencies obtained.	Continual development of training and awareness to reduce likelihood of unintentional failures.	3	1	3	J Membery	Open	
SR07	Lack of clear documented digital strategy	Ad-hoc delivery of digital projects not contributing to SCDC objectives, diverting resources	Reduced savings, more unintegrated systems and increased maintenance costs. Less joined up information.	3	3	9	Commissioned an external organisation (6x3) to complete and document digital strategy to guide future IT procurement and delivery.	Include LT in "signing off" the strategy to ensure corporate buy in	We now have a draft digital strategy which is in the process of being revised.	3	1	3	J Membery	Open	Updated controls (added measure 3) 05/07/23 as per conervation with JM.

RAG Rating Key: Red = high risk (scoring 16-25), Amber = significant risk (scoring 12-15), Yellow = medium risk (scoring 5-10), Green = low risk (scoring 1-4)