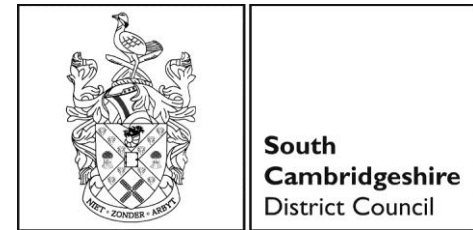


**Appendix A  
Strategic Risk Register  
December 2007**



No. Title Description [The risk event, <i>leading to</i> consequence for service/objective/priority, <i>resulting in</i> possible outcome(s).]	Impact/ Likelihood	Direction of Travel	Corporate Objectives	Annual Priorities	Owner	Timeline for Progress
<p><b>1. Delivering the Medium Term Financial Strategy</b> No increase in the level of finance/funding available to meet service pressures; inability to meet “Gershon” cashable efficiency savings built in to MTFS, <i>leading to</i> resources redirected to other priorities, <i>resulting in</i> cuts in some service areas or loss of services, possibly not meeting statutory service requirements, consequential impact on reputation with partner organisations and public.</p>	A1	→	O1 (O3, O4)		Chief Executive	Feb '08
<p><b>2. Equalities</b> The Council is successfully challenged over not complying with legislation, <i>leading to</i> financial payments and penalties, <i>resulting in</i> reduction in reserves available to support balanced MTFS, adverse publicity and effect on reputation.</p>	B2	→	O1		Chief Executive / Corporate Manager – Policy, Performance & Partnerships	Possibly Apr '08

<b>No. Title</b> Description [The risk event, <i>leading to</i> consequence for service/objective/priority, <i>resulting in</i> possible outcome(s).]	<b>Impact/ Likelihood</b>	<b>Direction of Travel</b>	<b>Corporate Objectives</b>	<b>Annual Priorities</b>	<b>Owner</b>	<b>Timeline for Progress</b>
<b>3. Better Regulation Agenda</b> Non compliance with the requirements of the Local Better Regulation Office (LBRO), Compliance Code and Regulatory Enforcement & Sanctions Bill <i>leading to</i> Intervention by LBRO and the Better Regulation Executive <i>resulting in</i> dissatisfied customers, reputation damage, poor corporate governance result, poor morale, loss of public/business confidence	C1	→	O1, O4 (O2, O3)	P1	Corporate Manager – Health & Environmental Services	Mar '08
<b>4. CGI Improvement Plan</b> The Council is unable to attract the support and resources it needs to implement the Inspire Project, incorporating the CGI Improvement Plan, <i>leading to</i> resources diverted away from other activities (possibly including front line services), <i>resulting in</i> reduced or delayed delivery of those activities and services; continued poor public and partner perception of the Council.	A4	→	All	All	Improvement Manager  (Note: The Inspire Project has its own Risk Log, including countermeasures, so no separate Action Plan is required.)	As per Inspire Project
<b>5. Pandemic 'flu</b> A pandemic 'flu outbreak occurs affecting South Cambridgeshire, <i>leading to</i> significant staff absence, <i>resulting in</i> inability to provide full services and involvement in emergency management.	A4	→	O1	P1	Corporate Manager – Health & Environmental Services	

<b>No. Title Description</b> [The risk event, <i>leading to</i> consequence for service/objective/priority, <i>resulting in</i> possible outcome(s).]	<b>Impact/ Likelihood</b>	<b>Direction of Travel</b>	<b>Corporate Objectives</b>	<b>Annual Priorities</b>	<b>Owner</b>	<b>Timeline for Progress</b>
<b>6. Planning for Growth</b> Lack of capacity, either in house or in the market, <i>leading to</i> inability to meet Structure Plan requirements, <i>resulting in</i> lack of affordable housing, poor reputation with partner organisations and the public, Secretary of State intervention.	B3	→	O2, O3, O4	P2	Corporate Manager – Planning & Sustainable Communities  (Note: The Growth Areas Project has its own Risk Log, including countermeasures, so no separate Action Plan is required.)	As per Growth Areas Project
<b>7. Housing Futures</b> Failure to obtain clear tenant or Member support for preferred option, <i>leading to</i> difficulty in implementing preferred option, <i>resulting in</i> insufficient capital funding to maintain the Council's housing from 2009/10 onwards and a revenue deficit from 2008/09; adverse publicity or other reputational damage.	B3	→	All	P1, P3	Corporate Project Manager – Housing Futures  (Note: The Housing Futures Project has its own Risk Log, including countermeasures, so no separate Action Plan is required.)	As per Housing Futures Project

No. Title Description [The risk event, <i>leading to</i> consequence for service/objective/priority, <i>resulting in</i> possible outcome(s).]	Impact/ Likelihood	Direction of Travel	Corporate Objectives	Annual Priorities	Owner	Timeline for Progress
<b>8. Managing the delivery of political priorities</b> Pressure to deliver priorities in a short timeframe, <i>leading to</i> insufficient information about expectations and available resources, <i>resulting in</i> priorities not delivered due to insufficient capacity, or not delivered to required standards; unforeseen impacts on (other) services.	C3	↓ (from C2)	All	All	Chief Executive	N/a
<b>9. Recruitment &amp; Retention</b> Difficulties of recruiting to specific professions, <i>leading to</i> cost of repeat recruitment and pressure on officers to deliver services, <i>resulting in</i> lack of capacity to meet service delivery needs, loss of effectiveness/productivity and increased absence rates	C3	→	O1	P1	HR Manager	N/a
<b>10. Illegal Traveller encampments or developments</b> Failure to find required number of sites, or sites identified do not meet the needs of local Travellers, <i>leading to</i> illegal encampments or developments in the District, <i>resulting in</i> community tensions; cost and workload of enforcement action, including provision of alternative sites and/or housing; poor public perception and damage to reputation.	C3	→	O2 (O1)		Corporate Manager – Planning & Sustainable Communities	N/a
<b>11. First point of contact services</b> Reduction in customer satisfaction with first point of contact services, <i>leading to</i> downturn in performance indicators, <i>resulting in</i> damage to reputation.	C3	new			Executive Director	N/a

No. Title Description [The risk event, <i>leading to</i> consequence for service/objective/priority, <i>resulting in</i> possible outcome(s).]	Impact/ Likelihood	Direction of Travel	Corporate Objectives	Annual Priorities	Owner	Timeline for Progress
<b>12. Engagement in LAA process and outcomes</b> Unable to resource LAA input requirements, <i>leading to</i> community leadership role not fulfilled, <i>resulting in</i> funding opportunities not realised, partnership aims not achieved, poor CPA and corporate governance results.	C4	→	All	All	Improvement Manager	N/a
<b>13. Choice Based Lettings</b> New scheme does not meet local needs, <i>leading to</i> high needs remaining unmet, <i>resulting in</i> more emergency re-housing and increase in expenditure.	C4	↑ (from D4)	O1, O4	P1	Corporate Manager – Affordable Homes	N/a

Impact

A Extreme  
B High  
C Medium  
D Low

Likelihood

1 Almost certain  
2 Likely  
3 Possible  
4 Unlikely  
5 Seldom  
6 Rare

Corporate objectives

O1 High quality, accessible, value for money services  
O2 Quality village life  
O3 A sustainable future for South Cambridgeshire  
O4 A better future through partnership

Annual priorities

P1 To improve customer service  
P2 To achieve successful, sustainable new communities at Northstowe and other major new settlements  
P3 To increase the supply of affordable housing

- ↓ Priority reduced from last review (bracket indicates previous priority)
- Priority equal to last review
- ↑ Priority increased from last review (bracket indicates previous priority)

Notes: 1. The dotted line shows the Council's risk tolerance line.  
2. The Council has adopted new corporate objectives and service priorities for 2008/09 onwards.