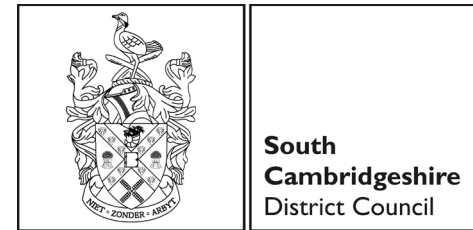


**Appendix E  
Strategic Risk Register  
December 2009**



No. Title Description (The risk event, <i>leading to</i> consequence for service/ Aim(s), <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Aims Approaches Actions	Owner	Timeline for Progress
<p><b>1. Medium Term Financial Strategy (MTFS)</b> Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> <li>• not achieving delivery of savings to meet targets;</li> <li>• the RSG settlement is tighter than anticipated;</li> <li>• pay and inflation exceed assumptions;</li> <li>• employer's pension contributions increases exceed projections;</li> <li>• the pay and grading review estimate may be too low;</li> <li>• changes in demand for some service areas could lead to pressures in the related budgets;</li> <li>• the refuse and recycling service review, or the revenues and benefits shared service, do not achieve projected savings;</li> <li>• unforeseen redundancy costs,</li> </ul> <p><i>leading to</i> reserves going below the minimum acceptable level during the period of the MTFS, <i>resulting in</i> cuts in some services, public dissatisfaction, audit and inspection criticism.</p>	A3	→	A.v.	Executive Director (Corporate Services)	During 2009/10, in line with MTFS reviews; ultimately, the reports to Cabinet and Council in February 2010 on the robustness of the estimates and the adequacy of reserves

<b>No. Title Description</b> (The risk event, <i>leading to</i> consequence for service/ Aim(s), <i>resulting in</i> possible outcome(s).)	<b>Impact/ Likelihood</b>	<b>Direction of Travel</b>	<b>Aims Approaches Actions</b>	<b>Owner</b>	<b>Timeline for Progress</b>
<b>2. 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.	C1	↓ (from B1)	A.iv.	Corporate Manager (Health & Environmental Services)	Daily monitoring of situation by CM (HES) linked into local emergency planning arrangements
<b>3. Housing services budgeting and staffing</b> Significant efficiencies and savings not achieved in housing services and revenue/ capital budgets, <i>leading to</i> Housing Revenue Account (HRA) continuing to run at a deficit, <i>resulting in</i> HRA working balance insufficient to meet ongoing and potential one-off demands; vulnerability to Government annual subsidy determination; deterioration in services provided to tenants; possible staffing implications; adverse publicity or other reputational damage. [Note: A plan has been agreed with the Housing Portfolio Holder to implement efficiencies and savings in order to address/mitigate the impact on services. This takes the place of a strategic risk action plan.]	A4	→	C.iii.	Corporate Manager (Affordable Homes)	During 2009/10
<b>4. EU Services Directive</b> Failure to provide online transactions, screening of legislation, policy and fee practices <i>leading to</i> breaches of the EU services directive <i>resulting in</i> unjustified barriers to service provision, loss to the economy, possible legal intervention from EU traders.	B3	↓ (from B2)	A.iii. A.iv. D.i. D.ii.	Corporate Manager (Health & Environmental Services)	28 December 2009

<b>No. Title Description</b> (The risk event, <i>leading to</i> consequence for service/ Aim(s), <i>resulting in</i> possible outcome(s).)	<b>Impact/ Likelihood</b>	<b>Direction of Travel</b>	<b>Aims Approaches Actions</b>	<b>Owner</b>	<b>Timeline for Progress</b>
<p><b>5. Making Cambridgeshire Count</b></p> <p>(a) The Making Cambridgeshire Count (MCC) project takes up a significant amount of senior staff time, <i>leading to</i> increased pressure on senior officers to deliver SCDC services, <i>resulting in</i> reduced capacity and effectiveness in meeting SCDC service delivery needs.</p> <p>(b) The project does not contribute funding towards services that the Council requires [one of MCC's aims is of making 20% budget savings across all public services], <i>leading to</i> sustained pressure on Council finances, <i>resulting in</i> possible cuts in service areas or loss of services; resulting impact on public reputation.</p> <p>(c) The project does not embed new working processes/ practices within or across authorities, <i>leading to</i> ineffective and inefficient working, <i>resulting in</i> staff discontent; public dissatisfaction; adverse criticism from inspectorates.</p> <p>[Note: Making Cambridgeshire Count has its own embryonic project plan and risk register, which will take the place of a strategic risk action plan.]</p>	B3	→	All	Chief Executive	In line with MCC project plan

<b>No. Title Description</b> (The risk event, <i>leading to</i> consequence for service/ Aim(s), <i>resulting in</i> possible outcome(s).)	<b>Impact/ Likelihood</b>	<b>Direction of Travel</b>	<b>Aims Approaches Actions</b>	<b>Owner</b>	<b>Timeline for Progress</b>
<b>6. Planning for Growth</b> The housing market means that fewer houses are built in the District than expected, which may <i>lead to</i> reduced Housing & Planning Delivery Grant, <i>resulting in</i> consequential impact on the Council's financial position. (In addition, the slowing down in development will mean some posts will need to be funded from other sources. Actions are being taken to address this, such as ensuring processes and staffing structures <u>meet customers' needs.</u> )	C2	→	C.i. C.ii.2. E.iii. E.iv.	Corporate Manager (Planning & Sustainable Communities)	In line with service plan and MTFS timetables
<b>7. Equalities</b> The Council is successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies, <i>leading to</i> financial compensation payments and penalties, possible Commission for Human Rights and Equalities inspection, <i>resulting in</i> reduction in reserves available to support balanced MTFS, adverse publicity and effect on reputation.	B4	→	A.ii.3. B.iv.6. C.iv.3.	Corporate Manager (Community and Customer Services)	N/a
<b>8. 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	→	E.i. C.iv.3.	Corporate Manager (Planning & Sustainable Communities)	N/a

<b>No. Title</b> Description (The risk event, <i>leading to</i> consequence for service/ Aim(s), <i>resulting in</i> possible outcome(s).)	<b>Impact/ Likelihood</b>	<b>Direction of Travel</b>	<b>Aims Approaches Actions</b>	<b>Owner</b>	<b>Timeline for Progress</b>
<b>9. Climate change adaptation</b> The Council does not develop measures to safeguard its services against climate change, <i>leading to</i> unacceptable vulnerability to the impact of climate shifts and other weather-related events, <i>resulting in</i> a degradation or breakdown of service delivery and damage to property, increasing costs and impact on the Council's reputation.	C3	→	C.vii.	Corporate Manager (New Communities)	N/a
<b>10. Lack of development progress</b> Lack of progress by developers at Northstowe and Cambridge East (Marshalls), <i>leading to</i> the authority being unable to deliver its housing targets, <i>resulting in</i> the Council having to meet the shortfall in the short term from developments in existing villages.	C3	new	C.i. C.ii.2. E.iii. E.iv.	Corporate Manager (Planning & Sustainable Communities)	N/a
<b>11. LAA actions</b> Failure to meet LAA targets, <i>leading to</i> desired outcomes for residents of the District not being achieved, and/or poor CAA assessment, <i>resulting in</i> possible reduction in funding (e.g. Reward Grant) and low public satisfaction.	C4	→	All	Chief Executive	N/a
<b>12. Embedding values</b> Values not effectively embedded within Council <i>leading to</i> no real change in culture and behaviour, <i>resulting in</i> adverse comment by the Audit Commission, poor public and partner perception of the Council, low morale.	C5	↓ (from C4)	A.i. A.ii. A.iii. A.iv.	Corporate Manager (Planning and Sustainable Communities)	N/a

## Key

<u>Impact</u>	<u>Likelihood</u>	<u>Direction of Travel</u>
A Extreme	1 Almost certain	↓ Priority reduced from last review (bracket indicates previous priority)
B High	2 Likely	→ Priority equal to last review
C Medium	3 Possible	↑ Priority increased from last review (bracket indicates previous priority)
D Low	4 Unlikely	
	5 Seldom	
	6 Rare	

## Aims, Approaches, Actions

The references in this column are to the Aims, Approaches and Actions adopted by Council on 27 November 2008 with effect from 1 April 2009. [Note: These will be updated when the Council Actions for 2010/11 are confirmed by Cabinet in November 2009.]

Note: The dotted line shows the Council's risk tolerance line.