

Strategic Risk Register
November 2013 – DRAFT
 [changes highlighted]

Note: Strategic Risk Registers reported to EMT or PFH now only show risks with a total score of 5 or more (risks scoring 4 or less will still be on the Strategic Risk Register, but will not be included in the reports).



| Risk Reference, Title and Description, plus associated Aims, Approaches, Actions | Risk Owner | Risk Score | | Risk Owner's Comments |
|---|-------------|------------|---------|--|
| | | Target | Current | |
| <p>STR08 - Medium Term Financial Strategy (MTFS) Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> not achieving delivery of savings to meet targets, including from Business Improvement and Efficiency Programme projects (and see STR26 below); inflation exceeds assumptions; interest rates do not meet forecasts; employer's pension contributions increases exceed projections; changes in demand for some service areas could lead to pressures in the related budgets; unforeseen restructuring costs; retained business rates scheme – volatility of outstanding valuation appeals; major developments do not meet housing trajectory forecast; uncertainty re formula grant from 2015/16; cost of supporting development and meeting demand from growth; impact of welfare reform (and see STR15 below); availability of budget for Cabinet priorities; council tax strategy; national Government responds to the downturn in the economy by cutting local government expenditure faster than anticipated; material error in MTFS forecasts, <p>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>Aims, Approaches, Actions: A2, A3, A9</p> | Alex Colyer | 10 | 20 | <p>SCORES - IMPACT: 5; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Revised MTFS incorporates updated assumptions; approved by Council on 28 February 2013. Implement plans to deliver Council's programme in line with latest General Fund savings targets. Comparisons between MTFS, financial position statements and General Fund, HRA and Capital Programme estimates. Monitor inflation factors, effect of current economic climate on demand led services and budgets. Monthly financial report to Executive Management Team (EMT); EMT reviews progress in achieving budget targets. Council Health Dashboard. Treasury management reports to Finance & Staffing PFH.</p> <p>TIMESCALE TO PROGRESS: Explore opportunities for further savings beyond those in the MTFS. Explore shared service opportunities. Local Government spending review announcement expected late June 2013. Updated MTFS during 2013/14. Explore business rates retention pooling for 2014/15.</p> <p>Relevant PI(s): SF 772 - The amount (£) of Overspend - General Fund SF 773 - The amount (£) of Overspend - Capital Programme SF 774 - The amount (£) of Overspend - Housing Revenue Account SF 707 - General Fund Budget Variation SF 749 - Capital Budget SF 748 - HRA Budget Variation</p> |

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| <p>STR15 - Welfare Reform Proposed radical changes to benefits, including possibility of localised council tax benefits and introduction of a universal credit system, <i>leading to possible:</i></p> <ul style="list-style-type: none"> increased IT cost due to required system changes; implementation costs not fully reimbursed by Government grant; increased workload for Benefits and Homelessness teams, <p><i>resulting in potential for:</i></p> <ul style="list-style-type: none"> adverse effect on service provision due to the number of changes; increased dissatisfaction with the service due to reduced amounts of benefit payable; impact on Medium Term Financial Strategy; devastating effect on people with mental health problems; and dislocation of private sector housing market. <p>Aims, Approaches, Actions: A9, B3</p> <p>Relevant PI(s): BV 078a - HB/CTB claims days BV 078b - HB/CTB changes days NI 181 - Benefit claims process days BV 079b i - Recoverable overpayments % BV 079b ii - HB Overpayments recovered % BV 079b iii - Overpayments written off %</p> | Alex Colyer | 10 | 20 | <p>SCORES - IMPACT: 4; LIKELIHOOD: 5.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: DCLG provided an initial grant of £84k towards costs. Cabinet approved revised Discretionary Housing Payments (DHP) policy in September 2013 and application for funding of additional help for SCDC residents via HRA top up for DHP, currently with DCLG for agreement. Cabinet also approved in September 2013, continuation of current Localised Council Tax Support Scheme for 2014/15. Monthly monitoring of Localised Council Tax: each Parish, and Total amounts. Monitoring of those who have received 8.5% reduction in support with regard to payments, summons and under-occupation following first summons issue. Under occupation exercise updated monthly; all tenants affected written to, to ensure information held is correct. Monthly meetings with Housing re under occupancy etc. Landlord Forum held with RSL's and other District Councils, CAB and local Credit Union, January 2013. Benefits Manager and Housing Options and Homeless Manager part of Countywide (District Council and County) Welfare Reform Strategy Group Benefits and Housing Advice & Homelessness teams provided initial training. Impact assessment of Customer Contact from March to June 2013 and additional resources and costs. New welfare reform team recruited and trained to enable additional calls to be fielded (team in place 27/2/13-31/5/13). Provision of floor walking team within Revenues and Benefits to provide support to the new team to ensure high percentage of calls were dealt with at first point of contact. Monitoring of additional contact undertaken as part of contact centre report. Signpost residents who are in difficulty, advice / counselling / financial help / medical assistance etc. Housing Advice and Homelessness, and Revenues and Benefits working with Citizens Advice to provide additional budgeting advice for those adversely affected by changes to welfare benefits. Impact assessment with regard to financial impact of outstanding work at end of 2012/13 financial year. Monthly monitoring of the project by Executive Director, Benefit Manager and Revenues Manager, as part of the regular one to one process. South Cambs internal Welfare Reform Group formed and first meeting held in May to consider impact of Universal Credit for residents and SCDC.</p> <p>TIMESCALE TO PROGRESS: Members training session arranged for November 2013 to provide Members with details of how the welfare reform has impacted South Cambridgeshire residents and what is current position with Universal Credit.</p> |

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| <p>STR05 - Lack of land supply While there is good progress on the Cambridge fringe sites, at Cambourne and on a refreshed planning application for Northstowe despite uncertainty about improvements to the A14, development is below target, leading to the authority being unable to deliver its housing needs, resulting in the Council having to meet the shortfall in the short term from developments in existing villages and head off speculative major planning applications outside the strategy.</p> <p>Aims, Approaches, Actions: B6, B7</p> <p>Relevant PI(s): BV 106 - % new homes on brown field sites NI 154 - Net additional homes provided, NI 159 - Supply of ready to develop housing sites</p> | Jo Mills | 10 | 16 | <p>SCORES - IMPACT: 4; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: A14 - Task Group set up with Department for Transport. Government announcement of funding for 'interim measures' on A14, pinch point scheme and informal consultation regarding the major improvement scheme to be carried out summer 2013. Funding package for the major scheme is progressing and first phase of public consultation by Highways Agency is underway. Phase 1 planning application approved March 2013, and decision due to be issued November 2013 with start on site 2014. Northstowe included in Government's Major Sites Initiative funding programme, with HCA investment approved in principle and expected to be confirmed November. Planning Policy produce an Annual Monitoring Report (forecasts housebuilding levels), annually review the Local Development Scheme (can address any shortfall). Pre-application discussions started with Ida Darwin hospital site, on NIAB2 (Darwin Green 2), and with Marshalls for land north of Newmarket Road (Wing). Construction for Cambourne 950 has started. Cabinet meeting in June approved draft Local Plan for consultation that ended 14 October 2013. Over 6000 representations were received, and will be analysed by December. A key planning appeal at Over was unsuccessful, but application at Cottenham approved, partially on grounds of land supply.</p> <p>TIMESCALE TO PROGRESS: Timetable for new Local Development Scheme agreed by the New Communities Portfolio Holder in March 2011 with new plan in place in 2014. Detail of timetable has been revised to fit more closely with the City Council's programme, but overall timetable unchanged.</p> |
| <p>STR03 - Illegal Traveller encampments or developments Failure to find required number of sites, or sites identified do not meet the needs of local Travellers, leading to illegal encampments or developments in the district, resulting in community tensions; cost and workload of enforcement action, including provision of alternative sites and/or housing; poor public perception and damage to reputation.</p> <p>Aims, Approaches, Actions: C4</p> | Jo Mills | 8 | 12 | <p>SCORES - IMPACT: 4; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Ongoing routine monitoring of all district development. Government guidance issued, county wide needs assessment endorsed by PFH. Monthly report on position regarding temporary expiries and applications circulated to managers and key Members for coordination and oversight. Gypsy & Traveller Plan included in draft Local Plan. Planning Committee resolved to approve applications for 55 pitches in April 2013. Over the last six months there have been five planning appeals relating to Traveller sites. Three were allowed, one dismissed and one is outstanding. Work is taking place with relevant parties regarding the planning consents.</p> <p>TIMESCALE TO PROGRESS: New applications – ongoing. Local Plan due for completion 2014.</p> |

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| <p>STR25 - Increase in numbers in Bed & Breakfast accommodation</p> <p>Potential impacts from current economic downturn and instability in the housing market and changes to the benefits system, leading to not enough temporary accommodation available, leading to an increase in B&B use, resulting in applicants not moved into permanent accommodation quickly enough and increased cost to the Council.</p> <p>Aims, Approaches, Actions: A6, A9</p> | Stephen Hills | 9 | 12 | <p>SCORES - IMPACT: 3; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Close working partnership with King Street Housing who provide private sector leasing options; use of Rent Deposit Scheme, Empty Homes Initiative and New Build Programme.</p> <p>TIMESCALE TO PROGRESS: Project underway to target new TA sources to reduced B&B. Monitor during 2013/14.</p> |
| <p>STR26 – Business Improvement & Efficiency Programme</p> <p>The Business Improvement & Efficiency Programme (BIEP) has its own associated risk register.</p> <p>Of the risks included, it is considered that only two need to be included in the Strategic Risk Register:</p> <p>1. Conflicting operational priorities, leading to inadequate programme and project resources, resulting in a delay or failure to deliver the outputs and associated benefits.</p> <p>2. Inadequate stakeholder engagement, leading to a lack of support at all organisational levels, resulting in delay or failure to deliver the outputs and associated benefits.</p> <p>Aims, Approaches, Actions: A4</p> | Alex Colyer | 9 | 9 | <p>SCORES, CONTROL MEASURES / SOURCES OF ASSURANCE:</p> <p>1. IMPACT: 3; LIKELIHOOD: 3</p> <p>The Programme Manager has identified programme and project resource requirements before the start of the tranches. Capacity has been made available for project managers and team members and the programme maintains a high priority for EMT.</p> <p>2. IMPACT: 3; LIKELIHOOD: 3</p> <p>A Stakeholder Engagement Strategy and detailed stakeholder analysis has been developed. Stakeholder engagement activities will take place regularly throughout the programme. Levels of engagement from staff have been high with regular briefings and corporate communications. It has been agreed that a 6 month update report will be taken to the Scrutiny & Overview Committee in November 2013.</p> <p>TIMESCALE TO PROGRESS: Throughout 2012-14.</p> |
| <p>STR20 – Partnership working with Cambridgeshire County Council</p> <p>The failure of partnership arrangements (e.g. health & wellbeing, economic development, transport) with the County Council, leading to the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, resulting in adverse effects on the district's residents and businesses.</p> <p>Aims, Approaches, Actions: B1, B5, B6</p> | Jean Hunter | 9 | 9 | <p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Active engagement of officers and Members in partnerships, to ensure the district's residents' and businesses' needs are articulated.</p> <p>TIMESCALE TO PROGRESS: Progress being monitored via Corporate Plan 2012/13, e.g. A01, A12, B02, B04-BO6, C03, C05, C10 and C13. Dependent on the timeframe/milestones for each partnership.</p> |

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| <p>STR19 - Demands on services from an ageing population The district's demography changes, with significant growth in the over 65 year old population, <i>leading to</i> additional demands on health and social care services, including to the Council's sheltered housing and benefits services, <i>resulting in</i> adverse impact on service standards; increased customer dissatisfaction with services; increased levels of social isolation.</p> <p>Aims, Approaches, Actions: B8, C2</p> | Mike Hill | 9 | 9 | <p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Establishment of 'Ageing Well' workshops to build relations with statutory and voluntary partner agencies, and promote community based preventative measures. Multi agency working group established September 2011, to meet bi monthly. Demographic data to inform new South Cambridgeshire Local Plan – timetable agreed in March 2011. Housing for older people Task & Finish review reported to Scrutiny & Overview Committee, 6 February 2012. Participation in county wide Ageing Well project – initial meeting held November 2011. County wide workshop held on 16 March 2012.</p> <p>TIMESCALE TO PROGRESS: Action in 2012/17 corporate plan to 'Work with older people to improve their independence and quality of life'. South Cambridgeshire Ageing Well action plan in preparation. Take account of demographic change in the corporate and financial planning cycle. Redesign services to address demands.</p> |
| <p>STR12 - Supported Housing Future proposals for delivery of the service do not fit the Council's business model, <i>leading to</i> loss of staff and changes to delivery structure, <i>resulting in</i> dissatisfaction amongst residents and concerns over well being of vulnerable people</p> <p>Aims, Approaches, Actions: C2</p> <p>Relevant PI(s): Monitored through Corporate Aim C2</p> | Stephen Hills | 9 | 9 | <p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Needs assessment of all tenants + Member task & finish group to identify best ways to meet tenants' needs. Consultation with staff on new structure. The Housing Portfolio Holder approved a new sheltered housing structure on 15 February 2012. Reduction in funding decision now taken (wef April 2012); confirmation received. Budget reviewed accordingly. Process managed so that potential negative impact has already largely been mitigated. All sheltered housing tenants informed. New service commenced July 2012. Scrutiny & Overview Committee received a 6 month review report in March 2013. Visiting support service was to have been competitively tendered, then postponed with overall budget likely to be held steady ...</p> <p>TIMESCALE TO PROGRESS: ... Visiting support service now to be negotiated with the commissioning authority.</p> |
| <p>STR24 - HRA Business Plan The HRA Business Plan has its own associated risk register. Of the risks included, it is considered that only one needs to be included in the Strategic Risk Register: The Government decides to reopen the debt settlement, <i>leading to</i> increased debt requirement, <i>resulting in</i> reduced housing programme.</p> <p>Aims, Approaches, Actions: A2, A6, B8, B9, B10, C2, C9</p> | Stephen Hills | 10 | 8 | <p>SCORES - IMPACT: 4; LIKELIHOOD: 2 (from 3)</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Capacity has been built into the Housing Revenue Account (HRA) business plan to absorb some future changes if they are required.</p> <p>TIMESCALE TO PROGRESS: Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing. Annual review of business plan, programme and resources.</p> |

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|--|-------------|------------|---------|---|
| | | Target | Current | |
| <p>STR22 - Safeguarding the Council's services against climate change The Council fails to 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.</p> <p>Aims, Approaches, Actions: C5</p> | Jo Mills | 8 | 8 | <p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: The Council adopted the Climate Change Action Plan (CCAP) 2011-2013 on 22 September 2011. Specific actions in place within CCAP and Planning and New Communities Service Plan. Regular EMT reporting and quarterly performance reports to PFH meetings. Effective drainage plans required for planning consents. Range of measures being carried out on council housing stock.</p> <p>TIMESCALE TO PROGRESS: CCAP actions undertaken over the period 2011 to 2013.</p> |
| <p>STR02 – Equalities 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> 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.</p> <p>Aims, Approaches, Actions: A1, A2</p> <p>Relevant PI(s): SX063 – Equality Framework Level 2</p> | Alex Colyer | 8 | 8 | <p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: The Council has met its legal requirements to publish equality information and equality objectives. This information is incorporated into a new Single Equality Scheme (SES), which was adopted by the portfolio holder on 21 March 2012. The adoption of a corporate approach to EQIAs is based on identification of revised assessments via forward plans and a focus on changed outcomes as a result of assessment, supported by the development of a simplified series of templates and the introduction of a 'screening tool' which is in the process of being rolled out to services. Quarterly performance reports to EMT and PFH meetings.</p> <p>TIMESCALE TO PROGRESS: The Council has prepared an interim self-assessment against the 'Excellence' level of the Equality Framework for Local Government (EFLG), which was considered by EMT on 24 October 2012. EMT supported the recommendation in principle to pursue 'Excellence,' subject to a more detailed project plan of the likely resource commitment required and greater understanding of the development areas identified and how these could be addressed using existing or new pieces of work. The Project plan was presented to EMT on 27 February 2013. The Equality and Diversity Steering Group has been re-established as a project team and Stephen Hills has been designated as EMT Equalities Champion to act as Project Sponsor for the future accreditation work and chair project/steering group meetings. The steering group last met on 20 September 2013 to review performance areas and prepare a corporate-wide action plan for consideration by EMT. Following review, all baselines on the self-assessment are now scored as 3 (in place, but needs improving) or 4 (in place and effective).</p> |

Red / Amber / Green shading in the Actual Column indicates the following movement in risk scores:

| | Red | Amber | Green |
|--------------------------------------|---|--|---|
| for risks previously above the line: | <ul style="list-style-type: none"> the score has increased | <ul style="list-style-type: none"> the score has not changed, or has decreased but stays above the line | <ul style="list-style-type: none"> the score has decreased to below the line |
| for risks previously below the line: | <ul style="list-style-type: none"> the score has increased to above the line | <ul style="list-style-type: none"> the score has increased but stays below the line | <ul style="list-style-type: none"> the score has not changed, or has decreased |

Notes

1. The "Reference" is unique and retained by the risk throughout the period of its inclusion in the risk register.
2. Risks are cross referenced to the relevant 2013/14 Aims, Approaches and/or Actions adopted by Council on 28 February 2013.
3. Criteria and guidelines for assessing "Impact" and "Likelihood" are shown on below.
4. The "Actual" risk score is obtained by multiplying the Impact score by the Likelihood score.
5. The dotted line (- - - - -) shows the Council's risk tolerance line.
6. The "Timescale to progress" is the date by which it is planned that the risk will be mitigated to below the line.

Impact *Giving rise to one or more of the following:*

| | Service disruption | People | Financial loss * | Environment | Statutory service/ legal obligations | Management | Reputation | Score |
|---------------|---|---|--------------------------------------|--|--|---|--|--------------|
| Extreme | Serious disruption to services (loss of services for more than 7 days) | Loss of life | Financial loss over £500k | Major regional / national environmental damage | <ul style="list-style-type: none"> • Central government intervention; or • Multiple civil or criminal suits | Could lead to resignation of Leader or Chief Executive | Extensive adverse coverage in national press and/or television | 5 |
| High | Major disruption to services (loss of services for up to 7 days) | Extensive multiple injuries | Financial loss between £251k - £500k | Major local environmental damage | <ul style="list-style-type: none"> • Strong regulatory sanctions; or • Litigation | Could lead to resignation of Member or Executive Director | Adverse coverage in national press and/or television | 4 |
| Medium | Noticeable disruption to services (loss of services for up to 48 hours) | Serious injury (medical treatment required) | Financial loss between £51k - £250k | Moderate environmental damage | <ul style="list-style-type: none"> • Regulatory sanctions, interventions, public interest reports; or • Litigation | Disciplinary / capability procedures invoked | Extensive adverse front page local press coverage | 3 |
| Low | Some disruption to internal services; no impact on customers | Minor injury (first aid) | Financial loss of between £6k - £50k | Minor environmental damage | <ul style="list-style-type: none"> • Minor regulatory consequences; or • Litigation | Formal HR procedure invoked | Some local press coverage; or, adverse internal comment | 2 |
| Insignificant | Insignificant disruption to internal services; no impact on customers | No injuries | Financial loss of up to £5k | Insignificant environmental damage | <ul style="list-style-type: none"> • No regulatory consequences; or • Litigation | Informal HR procedure invoked | No reputational damage | 1 |

* including claim or fine

Likelihood

| | Guidelines | Score |
|----------------|---|--------------|
| Almost certain | <ul style="list-style-type: none"> • Is expected to occur in most circumstances (more than 90%), or • Could happen in the next year, or • More than 90% likely to occur in the next 12 months | 5 |
| Likely | <ul style="list-style-type: none"> • Will probably occur at some time, or in some circumstances (66% - 90%), or • Could happen in the next 2 years, or • 66% to 90% likely to occur in the next 12 months | 4 |
| Possible | <ul style="list-style-type: none"> • Fairly likely to occur at some time, or in some circumstances (36% - 65%), or • Could happen in the next 3 years, or • 36% to 65% likely to occur in the next 12 months | 3 |
| Unlikely | <ul style="list-style-type: none"> • Is unlikely to occur, but could, at some time (11% - 35%), or • Could happen in the next 10 years, or • 11% to 35% likely to occur in the next 12 months | 2 |
| Rare | <ul style="list-style-type: none"> • May only occur in exceptional circumstances (up to 10%), or • Unlikely to happen in the next 10 years, or • Up to 10% likely to occur in the next 12 months | 1 |