

**Appendix E
Strategic Risk Register
January 2016 - Draft**

The Strategic Risk Register reported to EMT and Cabinet only shows risks with a total score of 5 or more. (Risks scoring 4 or less are still on the Strategic Risk Register, but are not included in the report.) Proposed changes are shown as highlighted text.



Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR25 - Increase in cost of managing homelessness (January 2013) Potential impacts of combined welfare benefit changes, <i>leading to</i> an increase in the number of homelessness acceptances, <i>resulting in</i> significant increase in costs to the Council to meet its statutory obligations.</p> <p>Aims, Objectives: 10, 12</p>	<p>Cllr Mark Howell Stephen Hills</p>	<p>9</p>	<p>25</p>	<p>SCORES - IMPACT: 5; LIKELIHOOD: 5</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, other homelessness prevention measures and New Build Programme. Improved supply of temporary accommodation achieved during 2013/14 and 2014/15 helped to alleviate the pressure. New hostel opened in April 2015 with increased capacity.</p> <p>However:</p> <ul style="list-style-type: none"> King St are not taking on any more PSL landlords and there is a real prospect of losing those we do have – LHA rates do not match rents landlords can achieve in market; Our new build programme is essentially over following the 1% rent cut; New affordable housing coming through the system from RPs will slow right down and Starter Homes are unusable for our homeless cases; The rent deposit scheme is essentially redundant as PRS rents are so high compared with the LHA rate; Forced council house sales will reduce our stock further – possibly 40% of all relets each year; The proposed introduction of LHA rate only for supported housing could see the closure of our newly built hostel (it would revert to general needs tenancies). <p>The only two measures we have left are an ever stretched DHP and the ability to use our new relets only for homeless households at the expense of everyone else, which in turn may have an impact on some of our preventative work.</p> <p>TIMESCALE TO PROGRESS: The combined effects of the welfare benefit changes will now impact upon this. The authority needs to prepare for an increase in homeless applications with the potential risk of paying out £500k to £1m in Temporary Accommodation / B&B costs. Review of temporary accommodation portfolio now underway to rationalise the supply held.</p>

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		Target	Current	
<p>STR08 - Medium Term Financial Strategy (MTFS) (June 2007)</p> <p>Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> not achieving delivery of additional income / savings to meet targets, including from Business Improvement & Efficiency and Commercialisation Programmes projects (and see STR26 below), shared services initiatives and the housing company; 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, especially Housing; unforeseen restructuring costs; retained business rates scheme – volatility of outstanding valuation appeals; retained business rates scheme does not meet forecast; retained business rates scheme tariff adjustments continue from 2020/21; major developments do not meet housing trajectory forecast; 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 (Government change rules); material error or omission in MTFS forecasts; outcome of New Homes Bonus scheme consultation leads to less resources than anticipated; increased uncertainty in budget setting due to commercial activities exposure to market competition and commodity price trends, leads to reduced income / increased costs above those forecast in MTFS, <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, Objectives: 1, 2, 6, 10</p>	<p>Cllr Simon Edwards</p> <p>Alex Colyer</p>	10	20	<p>SCORES - IMPACT: 5; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Revised MTFS incorporates updated assumptions; approved by Cabinet in November 2015. Implement plans to deliver Council's programme in line with latest General Fund income and 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. Treasury management reports to Finance & Staffing PFH. Monitoring of business rates income, collection rates and appeals. Monitoring of council taxbase to identify financial implications of growth. Additional income/savings targets built in to Business Improvement & Efficiency and Commercialisation Programmes projects, shared services and other initiatives. Report to Cabinet on shared service principles and business cases in July 2015. Spending Review / Autumn Statement and provisional Local Government Finance Settlement: implications to be modelled for February 2016 Cabinet report (2016/17 figures due to be confirmed in February 2016). Quarterly reports on commercial projects and market price trends to Cabinet. Use of reserves.</p> <p>TIMESCALE TO PROGRESS: Continue to explore opportunities for further savings beyond those in the MTFS. Commercialisation Programme being progressed. Review potential implications of the new Government's policy changes on RTB, social rents, and welfare reform. Report to Cabinet and Council on MTFS, council tax and housing rents, etc in February 2016.</p> <p>Relevant PI(s): FS 101 - % General Fund Budget variance FS 107 - % Capital variance FS 106 - % HRA variance</p>

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		Target	Current	
<p>STR05 - Lack of land supply (June 2007)</p> <p>While there is good progress on the Cambridge fringe sites and at Cambourne, the delay in bringing forward major sites (eg Northstowe) has led to slow down in rate of progress against trajectory. In addition, the Council has lost two planning appeals for sites at Waterbeach based on the lack of 5 year land supply, <i>leading to</i> the authority being unable to deliver its housing needs, <i>resulting in</i> the Council having to meet the shortfall in the short term from developments that are not in the submitted Local Plan.</p> <p>Aims, Objectives: 11</p>	<p>Cllr Robert Turner</p> <p>Jo Mills</p>	10	20	<p>SCORES - IMPACT: 4; LIKELIHOOD: 5</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: A14 – Funding package for the major scheme is progressing and six-month examination of the Development Consent Order for the scheme finished in November 2015. Work on site due to start 2016. Northstowe Phase 1 reserved matters housing applications due spring 2016. Committee resolved to grant Northstowe Phase 2 Planning Application approval in July 2015. Planning Policy produce an Annual Monitoring Report (forecasts housebuilding levels) and the latest update shows an improved position. The AMR is being updated more regularly for the Local Plan, and completions monitored quarterly for City Deal. Planning applications submitted for Wing (land north of Newmarket Road, Cambridge) and Cambourne West. Pre-application discussions continuing on NIAB 2 and commenced for Waterbeach and Bourn Airfield. Construction for Cambourne 950 underway. Application for 220 homes granted consent at Barrington. Local Plan public examination started November 2014. Memorandum of Understanding on Five Year Land Supply agreed with Cambridge City Council on 9 September 2014. Fortnightly list of 'significant cases' is updated and circulated to departmental management team, listing informal enquiries, pre-applications, planning applications and appeals received each week. The departmental management team oversees major cases, with enhanced consultation with local and lead members and County Council officers. Management of major applications benefits from Site Delivery Fund award of £50,000 over two years, and a Business Excellence Manager appointed May 2015.</p> <p>TIMESCALE TO PROGRESS: Local Plan Hearings commenced on 4 November 2014. Inspectors' letter received May 2015, timescale for further work presented to PFH on 9 July 2015 and response from the Inspector received 29 July. Local Plan Modifications Consultation scheduled Dec-Jan 2016, with submission of modifications March 2016. Northstowe Phase 2 planning permission was due to be issued by December 2015, but will now be 2016.</p>
<p>STR15 - Welfare Reform (December 2010)</p> <p>Radical changes to benefits, including localised council tax support scheme and introduction of a universal credit system, <i>leading to</i> possible:</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</i> potential for:</p> <ul style="list-style-type: none"> adverse effect on service provision due to the number of changes; 	<p>Cllr Simon Edwards</p> <p>Alex Colyer</p>	10	16	<p>SCORES - IMPACT: 4; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Scoping work currently being undertaken by the Benefits Manager to assess the impact of the latest changes to welfare announced as part of the Summer 2015 budget. Amended Discretionary Housing Payments (DHP) policy for July 2015 Finance and Staff Portfolio Holder meeting; likely that a second revision of the policy will be required before start of the 2016/17 financial year following on from passing of the Welfare to Work Bill 2015.</p> <p>Department for Work & Pensions (DWP) have confirmed increased DHP budget for 2016/17 following the announcement of the reduction in the level of the Benefit Cap</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<ul style="list-style-type: none"> 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, Objectives: 10</p> <p>Relevant PI(s): FS 112 – Days to process new HB and CTS claims FS 113 – Days to process HB and CTS change events FS 114 – HB overpayments recovered as % of recoverable overpayments created</p>				<p>(£20k). Local Council Tax Support (LCTS) scoping being undertaken to work out impact of changes to Tax Credits in 2016, tax threshold changes and Living Wage on the level of estimated level of LCTS for 2016/17. Scoping complete; suggests impact of Tax Credit changes will not currently affect the financial viability of the scheme as current spend is less than estimate. Welfare reform workshop for members was held in October 2015 following some more detailed analysis of the impacts. Possible changes to LCTS may be required and if this is the case, modelling of revised schemes will be undertaken to consult with members, preceptors and public. Modelling of impact of welfare reforms suggests that current LCTS scheme is still financially viable for 2016/17.</p> <p>Monthly ongoing monitoring of current LCTS scheme to assess current expenditure. Monitoring of roll out of Universal Credit (UC) to ensure lessons learnt are implemented at SCDC. Information currently available indicates the rollout of UC will be a slow process during this current parliament with all new working age claims processing not available until 2020-21. .As yet pensioners not being considered for any change to DWP administering their housing costs.</p> <p>Regular meetings with colleagues in housing advice and housing to assess impact of pay to stay proposals as well as the introduction of the £20k cap for those on out of work benefits. Cipfa Revenues and Benefit Service training undertaken October 2015: Welfare reforms and Universal Credit implementation. Working together with Housing Team to look at impact of pay to stay proposals and working on response to consultation.</p> <p>TIMESCALE TO PROGRESS: Remainder fraud requirement to be tied into the Enforcement and Inspection Review outcomes to ensure solution can be found. Looking at options for remainder fraud during summer 2015; implement temporary solution prior to final decision being made in autumn 2015. DWP notified us of the intention to implement Universal Credit in February 2015 for single people. The DWP have indicated that the implementation date for Universal Credit within South Cambs is likely to be Autumn 2016. There are around 120 people who could claim Universal Credit. Monitoring of cases which would be universal credit cases is being undertaken to assess the impact of the impending changes.</p>

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<p>STR24 - HRA Business Plan (March 2012) The HRA Business Plan has its own associated risk register.</p> <p>The score of the risk in this Strategic Risk Register is a composite score from the HRA Business Plan risk register, and reflects changes announced in the Government's July 2015 Budget on:</p> <ul style="list-style-type: none"> • 1% rent reduction for 4 years, • loss of relets to fund the extension of the RTB scheme to Registered Providers, • tenants earning over £30k required to pay market rents. <p>Aims, Objectives: 1, 2, 4, 5, 6, 9, 12</p>	<p>Cllr Mark Howell</p> <p>Stephen Hills</p>	8	16	<p>SCORES - IMPACT: 4; LIKELIHOOD: 4</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Capacity had been built into the Housing Revenue Account (HRA) business plan to absorb some future changes if they were required; however, the 1% rent cut announced in the Government's July 2015 Budget is the same as reopening the debt settlement - it takes £134m out of the HRA Business Plan and has a significant impact on the Council's build programme.</p> <p>TIMESCALE TO PROGRESS: Possible consultation response to budget ? Monitor progress of Budget through Parliament. Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing. Annual review of business plan, programme and resources; possible earlier report on Budget impacts to Cabinet or Council ?</p>
<p>STR28 – Recruitment & Retention (September 2015) Reduced staffing capacity due to difficulties in recruitment and retention, especially in some professions, <i>leading to</i> loss of resources / experience / expertise in key services, increased workload and pressure on remaining staff to deliver services, increased sickness absence and stress, increased costs (including of repeat recruitment), <i>resulting in</i> lack of capacity to meet service delivery needs, loss of effectiveness/productivity, disruption to, or lower quality of, services provided, either internally or to the public, failure to comply with statutory processes or meet statutory deadlines; damage to the Council's reputation; legal challenge.</p> <p>Aims, Objectives: All</p>	<p>Cllr Simon Edwards</p> <p>Susan Gardner Craig</p>	9	15	<p>SCORES - IMPACT: 3; LIKELIHOOD: 5.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Variety of actions in place, appropriate to service areas, including:</p> <ul style="list-style-type: none"> • Internal development opportunities • Funded professional development & qualifications • Secondments, both internally and with partnering authorities • Shared services with partnering authorities • Market supplements on a fixed term basis • Use of temporary workers • Changes to recruitment approaches, new jobs page on website, use of different media <p>TIMESCALE TO PROGRESS: Ongoing: Additional actions being considered in some service areas.</p>

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		Target	Current	
<p>STR26 – Business Improvement & Efficiency, Development Control Improvement, Working Smarter and Commercialisation Programmes (November 2013)</p> <p>The Business Improvement Efficiency Programme (BIEP), Development Control Improvement Programme (DCIP), Working Smarter and Commercialisation Programmes have their own associated risk registers. The risks included are summarised as follows:</p> <p>The Projects on the programmes are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> inadequate stakeholder engagement, conflicting operational, programme and project priorities, or long term unavailability of relevant and crucial staff, <p>leading to inadequate programme and project resources and support, resulting in a delay or failure to deliver the outputs, associated benefits, and required income and savings targets.</p> <p>Aims, Objectives: 2, 7</p>	<p>Cllr Simon Edwards</p> <p>Alex Colyer</p>	9	9	<p>SCORES, IMPACT: 3; LIKELIHOOD: 3</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:</p> <p>The Programme Manager identified programme and project resource requirements before the start of the tranches. The level of resource required is continually monitored by the Programme Manager as projects progress, close and new ones commence. The Senior Responsible Owner is responsible for securing the required resources. Regular 1:1s with Executive Director (Senior Responsible Owner). Monthly Highlight Reports from each Project Manager to the Programme Manager. Monthly Highlight Reports to EMT from the Programme Manager. Regular update meetings with Project Managers & Project Sponsors used to assess required resource levels. A Stakeholder Engagement Strategy and detailed stakeholder analysis has been developed. Stakeholder engagement activities place regularly throughout the programme. Increasing emphasis on Lessons Learned from other projects will help the Sponsoring Group, Programme Manager and Project Managers mitigate this risk.</p> <p>TIMESCALE TO PROGRESS: Throughout 2012-2017.</p>
<p>STR27 – Shared Services initiatives with other authorities (November 2014)</p> <p>Shared services initiatives are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> inadequate stakeholder engagement, conflicting priorities, or unavailability of key staff, <p>leading to inadequate resources and support, resulting in a delay or failure in delivering the outputs, required additional income and savings targets, and associated benefits for the district's residents and businesses, including possible dilution in service levels initially.</p> <p>Aims, Objectives: 2, 6, 8</p>	<p>Cllr Ray Manning</p> <p>Jean Hunter</p>	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:</p> <p>Progress to be overseen by a joint steering group including Leaders and relevant portfolio holders. For SCDC, reports to Cabinet in October 2014 (re ICT, Legal and Waste) November 2014 (re Building Control) and July 2015 (re Building Control, ICT and Legal). Strong programme and project management provided by an overall programme Shared Services Board comprising senior managers from each authority, supported by individual project boards of lead officers and relevant support services officers from each authority. Prioritisation of projects within workloads. Dedicated external resources obtained for each project, funded from Transformation Challenge Award grant, and additional resources allocated to ensure improved co-ordination and delivery. A dedicated risk register is overseen and monitored by the Shared Services Board and progress will be reported through Corporate Plan monitoring.</p> <p>TIMESCALE TO PROGRESS: A Joint Committee to be established to oversee the delivery of shared services, to endorse shared business plans, to monitor performance and report through to Cabinet.</p>

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<p>STR20 – Partnership working with Cambridgeshire County Council (September 2011) The failure of partnership arrangements (e.g. health & wellbeing, economic development, transport, City Deal) with the County Council, <i>leading to</i> the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, <i>together with potential reputational impact, resulting in</i> adverse effects on the district's residents and businesses.</p> <p>Aims, Objectives: 3, 6, 8, 11</p>	<p>Cllr Ray Manning Jean Hunter</p>	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. Dependent on the timeframe/milestones for each partnership.</p>
<p>STR03 - Illegal Traveller encampments or developments (June 2007) 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.</p> <p>Aims, Objectives: 5</p>	<p>Cllr Robert Turner Jo Mills</p>	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Ongoing routine monitoring of all district development. New Government guidance issued in August 2015. County wide needs assessment endorsed by PFH in 2012. Updated needs assessment is being commissioned, for completion Spring 2016. Monthly report on position regarding temporary expiries and applications circulated to managers and key Members for coordination and oversight. Gypsy & Traveller planning policies included in draft Local Plan. In 2014 a total of 67 Gypsy and Traveller pitches gained permanent planning permission (three were granted on appeal). Between January and October 2015 six pitches have gained permanent planning permission and temporary planning permission for 1 pitch was granted on appeal at Wimpole. There are three other pitches with temporary planning permission, which expire between 2016 and 2018. At October 2015 there is one outstanding planning appeal. The Affordable Homes departmental risk register includes delivering HCA funded projects, to ensure the supply of Gypsy & Traveller pitches and sufficient investment in existing pitches.</p> <p>TIMESCALE TO PROGRESS: New applications – ongoing. Local Plan due for completion 2016. Gypsy & Traveller Area Needs Assessment to be updated, led by Housing Directorate, for completion in Spring 2016.</p>

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		Target	Current	
<p>STR19 - Demands on services from an ageing population (September 2011)</p> <p>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, Objectives: 1, 4, 5, 9</p>	<p>Cllr Mick Martin</p> <p>Mike Hill / Stephen Hills</p>	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Following "Ageing Well" workshops, Cabinet agreed an "Ageing Well" plan in July 2014 following a Joint Portfolio Holder Task & Finish Group. SCDC Housing leading on development of sub-regional Older People's Housing Strategy and refresh of County Older People Strategy. SCDC Housing staff contributing to Cambridgeshire Executive Partnership Board projects including Data Sharing, 7-Day Working, Person-Centre System, and Ageing Healthily & Prevention. Issue and impact discussed by Cabinet / EMT.</p> <p>TIMESCALE TO PROGRESS: Ageing Well implementation plan under development September 2015 – March 2016 to deliver Cabinet-agreed Ageing Well Plan. Take account of demographic change in the corporate and financial planning cycle. Redesign services to address demands.</p>
<p>STR22 - Safeguarding the Council's services against climate change (March 2012)</p> <p>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, Objectives: 4</p>	<p>Cllr Peter Topping</p> <p>Mike Hill</p>	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Effective drainage plans required for planning consents. A range of Climate Change related policies have been included in the Submission Local Plan. Response to Flood Events reviewed by EMT in October 2014. Agreed emergency planning exercises and learning are focused on flooding response and recovery (February 2015 and November 2015).</p> <p>TIMESCALE TO PROGRESS: SCDC Service Business Continuity Plans to be reviewed jointly with Cambridge City by March 2016.</p>

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<p>STR02 – Equalities (June 2007)</p> <p>The Council is successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies, <i>leading to decisions relating to service delivery being overturned and possible Commission for Human Rights and Equalities inspection, resulting in delays to the implementation of new service proposals causing detriment to customer service, preventing the timely delivery of policy and financial objectives, reduction in reserves available to support balanced MTFS, adverse publicity and effect on reputation.</i></p> <p>Aims, Objectives: 2</p>	<p>Cllr Mark Howell</p> <p>Alex Colyer</p>	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 on an annual basis. This information is incorporated into a new Equality Scheme 2015-2020, which was endorsed by EMT on 14 October 2015. The Council has embedded equality monitoring arrangements whereby new and revised policies and service delivery proposals are subject to screening for their likely equality implications. Where appropriate, timescales are agreed for full subsequent assessment prior to adoption of the new proposals, or as part of implementation, monitoring and review arrangements. EMT designed Stephen Hills, Director of Housing, to lead a self-assessment against the 'Excellent' standard of the government's equality framework in 2013. The assessment found evidence of broad compliance across the council's activities. The development and improvement areas identified will be incorporated in normal business activity through the new Equality Scheme 2015-2020. EMT approved the Annual Equality Report 2014 on 10 December 2014.</p> <p>TIMESCALE TO PROGRESS: The new Equality Scheme will be presented to the lead Portfolio Holder (Cllr Mark Howell) on 21 October 2015 for formal adoption. In the meantime, work on the 2015-17 priorities and commitments identified in the scheme is underway.</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

- The "Reference" is unique and retained by the risk throughout the period of its inclusion in the risk register.
- Risks are cross referenced to the relevant 2015/16 Aims and Objectives adopted by Council on 26 February 2015.
- Criteria and guidelines for assessing 'Impact' and 'Likelihood' are shown below.
- The "Actual" risk score is obtained by multiplying the Impact score by the Likelihood score.
- The dotted line (- - - - -) shows the Council's risk tolerance line.
- The "Timescale to progress" is the date by which it is planned that the risk will be mitigated to below the line.

Impact

- 5 Extreme
- 4 High
- 3 Medium
- 2 Low
- 1 Insignificant

Likelihood

- 5 Almost certain
- 4 Likely
- 3 Possible
- 2 Unlikely
- 1 Rare

Direction of Travel

- ↓ Priority reduced from last review (give the previous Total score in the brackets)
- Priority equal to last review
- ↑ Priority increased from last review (give the previous Total score in the brackets)
- new Risk included in the risk register for the first time

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