



REPORT TO: Cabinet

5 June 2019

**Lead Cabinet
Member** Leader of the Council

LEAD OFFICER: Suzy Brandes; Jonathan Tully,

Strategic Risk Register

Purpose

1. The Council has a Risk Management Strategy which is approved by the Audit & Corporate Governance Committee. This sets out that the Council should have a Strategic Risk Register. It was recognised that this required a full review to ensure that is stayed up to date and reflected the latest Business Plan of the Council.

Recommendations

2. Cabi is being asked to:
 - review the amended draft version of Strategic Risk Register in [Appendix A](#), and approve the document.

Background

3. It was agreed that the Strategic Risk Register required a full review and update. The Risk Management Team has consulted with managers and members to inform the latest draft version of the register, included in Appendix A.
4. The document is presented in the same format as reports produced by the current Risk Management software 4Risk. The original draft version of the risk register is presented as Appendix B for reference.

Consultation with Management

5. The Council initially held a risk management workshop with both members of the Executive Management Team and the Corporate Management Team.
6. Groups were established to focus on specific risk themes. Notes were drafted, and these were then reviewed by the other members of the management team. This process was useful as it started from a clean slate. As part of this process it became clear that several risks were cross cutting and appeared in more than one theme, and that there was an opportunity to condense the risks.
7. The notes from this workshop are included in [#Appendix C – Notes from the CMT / EMT Risk Management Workshop](#) for reference.
8. Key observations from this workshop included:
 - the register should be condensed, as there were cross cutting risks; and
 - most of the inherent risks scored “5” (assuming there was no control in place);

9. The results were then presented to Corporate Management Team. Following discussion CMT decided that there was not much benefit in reporting the inherent risk. A preferred approach would be to focus on the residual risks (where we are today), and the target risks (where we would like to be).

Consultation with Members

10. The Council held a further workshop with Members to discuss the Risk Management Framework. Managers were also invited to participate.
11. The session was chaired by Zurich which helped to provide an independent forum and external advice.
12. The notes from this workshop are included in [#Appendix D – Notes from the Members Risk Management Workshop](#)
13. A key observations from Members was that there is an opportunity to make the new register brief so that resources are focussed on the core risks.

Conclusion

14. Information from Risk Management Workshops, and the Business Plan, has been used to inform the contents of a draft Strategic Risk Register.
15. Cabinet is asked to review and approve the contents of the Strategic Risk Register.

Background Papers: None.

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Appendix A – Draft Risk Register (New 4Risk format)

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
G	Infrastructure Failure Head of Service: Susan Gardner Craig Risk Owner: Alex Young	Cause Major IT failure of infrastructure and systems Consequence Leading to complete loss of service in one or more areas Resulting in potential to miss statutory obligations, damage to property, endangering life, financial, reputational damage	I = 5 L = 4 20	<ul style="list-style-type: none"> ICT Strategy and Business Plan agreed by Cllrs in 2017. Server Consolidation Project underway to improve resilience from previous SCDC stand-alone exposure. Independent Penetration / Resilience testing undertaken as part of PSN compliance Business continuity plan updated and exercised, with lessons learned shared from previous events Appropriate investment in IT Council Anywhere enables working at multiple sites 5 days support from LGA 	I = 5 L = 1 5	<ul style="list-style-type: none"> Provide sufficient resources to support ICT Strategy Complete Council Anywhere programme Undertake comprehensive fail-over tests for Servers. 	31/03/20 Alex Young 31/03/20 Andrew Francis 31/03/20 Alex Young
B	Insufficient people resources and skills Head of Service: Susan Gardner Craig Risk Owner: Susan Gardner Craig	Cause Council unable to recruit in a high employment area, national skills shortages in certain skills areas (HGV drivers, planners), high cost of living (housing), transport infrastructure, inability to match market place pay & package levels, Consequence Leading to Staff shortage, lack of suitable skills and capacity, not fulfilling aspirations of the workforce; Resulting in Inability to deliver services and business plan, negative impact on current staff.	I = 4 L = 4 16	<ul style="list-style-type: none"> Good management and leadership (1:1s, PDR, etc) Diversity of work and development opportunities Employee package Apprenticeships Adaptable and flexible workforce Focus on personal and career development Positive and enabling culture Shared Services Golden Hellos Employee referral scheme Developing a career progression scheme, particularly in Planning Offering trainee HGV Driver places Participation in national apprenticeship Trailblazer programmes Branding and selling South Cambs Disability Confidence scheme Commitment to provision of Essential Worker affordable homes in corporate Business Plan 	I = 4 L = 2 8	<ul style="list-style-type: none"> Recruit to new posts once structures agreed Undertake review of recruitment Keep under review employment policies and update as required Set up Member task and finish group to look at disability confidence scheme Promote Apprenticeships and work experience across all service areas 	30/09/19 SGC 31/12/20 SGC 31/12/20 SGC 31/12/20 SGC 31/12/20 SGC

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
C2	Failure to meet targets for building new affordable Council housing and failure to spend the right to buy receipts; Head of Service: Heather Wood Risk Owner: Kirstin Donaldson	Cause Lack of experienced, commercial new-build development and project management skills, experience and capacity. Consequence Leading to Failure to build an average of 70 new affordable homes each year and spend Right-to-Buy receipts lack of housing for residents, inequality of housing arrangements, failure to meet the highest housing need, Resulting in Corporate business plan commitments are not delivered, reputational and financial damage due to handing back Right-to-Buy receipts to Govt with a high-interest penalty or S106 money to developers, potential increase in the cost of managing homelessness.	I = 4 L = 4 16	<ul style="list-style-type: none"> Local plan sets 40% affordable policy target Council supports new HRA Borrowing freedoms Support to develop parish plans and develop exception sites Organisation Development Plan targets hard-to recruit skills The Housing Revenue Account (HRA) business plan has been updated to reflect the 1% rent cut for four years announced in the Government's July 2015 Budget. The loss of £134m from the HRA Business Plan has had a significant impact on the Council's build programme. Revised HRA Business Plan was approved in February 2018 and agreed to continue 1.95% surcharge to new build capital budget to enable recruitment of 2 extra staff new build officers. New interim Team Manager appointed to cover vacancy in Head of New Development. Development & Investment Manager sitting with the team and providing technical mentoring to interim Team Manager External experienced contractor appointed 2 days per week to keep current projects on-track 	I = 4 L = 2 8	<ul style="list-style-type: none"> Development of the new build strategy (Kirstin Donaldson) Agree HRA borrowing requirements with Cabinet now that HRA borrowing cap has been lifted. Consider recruitment of further interim, experienced housing development contractors (Rob Dean recruited as Interim Development Project Manager and Nick Lockley as Development Project Officer (New Build)) 	31/03/20 Kirstin Donaldson Peter Maddock 31/12/19 31/03/20 Kirstin Donaldson
K	Effective project and programme management Head of Service: Susan Gardner Craig Risk Owner: Phil Bird	Cause Failure to identify and effectively manage and join-up projects and programmes of work to deliver business benefits and corporate Business Plan objectives Consequence leading to to failure to generate income, increased costs, non-delivery of service, resources deployed ineffectively, programmes across the organisations not aligned and duplicated resulting in failure to deliver benefits to community, reputational damage, financial pressures, legal challenge, impact on people and places	I = 4 L = 4 16	<ul style="list-style-type: none"> Corporate Programme Manager re-tasked to design and set up cross-cutting corporate Programmes to deliver business change / ICT, corporate Business Plan, Climate & Environment projects, Local Plan and Major Growth Sites. Cabinet agreed Programme roles and funding (£40k) for Organisation Review in February 2019. MSP and Prince 2 trained employees and toolkit available Project methodology (roles & responsibilities) Training fund available to refresh and develop skills Transformation & Change funding available to support extra Programme and Project resource across SCDC. Business Analysts skills and experience available in-house and 2 posts recruited for 18 months. Use of external consultants to support where necessary. 	I = 3 L = 2 6	<ul style="list-style-type: none"> Ensuring adequate governance arrangements for every programme and project Provision of training Ensuring sufficient people resources for each project 	31/12/20 Phil Bird 31/12/20 Phil Bird 31/12/20 Phil Bird

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
I	Organisational Review and Operating Model Head of Service: Mike Hill Risk Owner: Mike Hill	<p>Cause</p> <p>Following the change in Council priorities and the move to a more cross-cutting Business Plan and "One Council" approach, the Council's previous operating model, organisational values, capabilities, and structure fail to deliver the new Council's strategic outcomes for residents, communities and businesses</p> <p>Consequence</p> <p>Leading to</p> <p>insufficient staff strategic leadership and operational capacity in the right places, continued "silo" approach to customers and service delivery, failure to develop the Council's information and data capabilities to deliver a modern Council, inability to join up data to understand the needs of customers and design and deliver services around residents and businesses, failure to deliver a more commercial approach and to generate income to fund Council work, organisational values and behaviours do not underpin "Leadership, Trust and Empowerment"</p> <p>Resulting in</p> <p>the Council does not have an appropriate operating model going forward and fails to sustainably deliver the growth, prosperity, housing and environmental improvements for residents and businesses set out in the Council's new Business Plan.</p>	I = 4 L = 4 16	<ul style="list-style-type: none"> Phase 1 analysis of SCDC completed. Phase 2 development of new operating model and change programme agreed by Cabinet in March 2019. Transformation Fund set up to resource change programme. 	I = 2 L = 3 6	<ul style="list-style-type: none"> Set out vision for organisation change (March / April 19 – Leader & CEx); Recruit new Strategic Management Team of Chief Executive and Directors (by October 2019); Appoint SCDC Programme Manager and Change Manager (May 2019); Develop engagement and comms plan for colleagues, Members and Partners (April 2019); Work with Cabinet-appointed external consultants Castlerigg to deliver Phase 2 work (by September 2019); Ensure Council Organisational Review is effectively aligned with Shared Planning Service change programme (Programme Managers) 	<p>31/03/20 Mike Hill</p> <p>30/09/19 Mike Hill</p> <p>31/03/20 Mike Hill</p> <p>31/03/20 Mike Hill</p> <p>31/03/20 Mike Hill</p>

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
A	Information Governance Head of Service: Susan Gardner Craig Risk Owner: Jo Brooks	<p>Cause Failure to effectively manage information and data handling and retention, use of incorrect information and legal non-compliance</p> <p>Consequence</p> <p>Leading to loss or corruption of data, inability to access or share data across services and with Partners, staff don't know what data SCDC holds, data is held and duplicated in multiple systems</p> <p>Resulting in SCDC does not use data effectively to understand and predict residents' needs and design services to meet those needs, Harm to customers (individuals, organisations, staff, etc), financial penalties and reputational damage).</p>	I = 5 L = 3 15	<ul style="list-style-type: none"> • Training • Good practice • Staff resources • Policies, guidance • IT Systems • IT Security policies • Document Storage • GDPR and DPA compliance • Protocols & Sharing agreement Member awareness • PSN compliance achieved. 	I = 5 L = 2 10	<ul style="list-style-type: none"> • Resolve compliance issue on credit cards / payment processing • Issue clear guidance to staff on data management issues • Ensure compliance with data scanning requirements 	31/03/20 Jo Brooks
H	Governance of Shared Services Head of Service: Mike Hill Risk Owner: Trevor Roff	<p>Cause Ineffective and bureaucratic Shared Service decision-making processes are not open and transparent</p> <p>Consequence</p> <p>Leading to lack of clarity of and Councillor involvement in what Shared Services are expected to deliver and how decisions are taken and failure to learn and apply that learning to improve services</p> <p>Resulting in Shared Services are not effectively governed and delivering against business plans, fail to retain staff and provide resilience, and fail to deliver services for residents.</p>	I = 5 L = 3 15	<ul style="list-style-type: none"> • Shared Service Agreement signed by all Councils; • Governance structure has been in place for 3 years; • Annual Business Plans produced by each Shared Service; • Annual Report agreed in July each year 	I = 3 L = 2 6	<ul style="list-style-type: none"> • Shared Service Agreement Appendices to be completed with Recharge mechanisms, Exit Strategy etc; • Governance arrangements to be reviewed and presented to CEx's in May 2019; • Service MoU's to be completed for Planning, ICT, Legal and Waste as priorities – all other Shared Services to have MoU's in place following Governance review. • 2018-19 Annual Review to be agreed in July 2019; • Learning is captured and shared via effective governance processes. 	31/03/20 Mike Hill 31/03/20 Mike Hill 31/03/20 Mike Hill 31/03/20 Mike Hill

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
C1	Housing delivery and maintaining 5-year housing supply Head of Service: Stephen Kelly Risk Owner: Sharon Brown	<p>Cause Failure to meet targets in housing and affordable homes delivery, standards and design, or appropriately plan for new housing, failure to address national changes in housing and welfare policies, miss targets in local plan housing delivery as allocated in the 2018 local plan;</p> <p>Consequence</p> <p>Leading to lack of suitable, sustainable housing for residents, high house prices, lack of workforce for the businesses in the area, shortage of transport and facilities</p> <p>Resulting in low growth in business in the area, unhealthy and unhappy population, public dissatisfaction, reputational damage, worsening air quality and environmental, If the Council were in future unable to demonstrate a five-year supply or meet the housing delivery test, the NPPF provides a tilted balance in favour of development applications.</p>	I = 3 L = 4 12	<ul style="list-style-type: none"> Annual monitoring of delivery against housing trajectory in Annual Monitoring Report (AMR) Tracking of outline planning permissions through to implementation Planning Performance Agreements (PPAs) in place for all strategic sites to set out agreed programmes and secure monies for staff. Neighbourhood Planning Toolkit to enable parishes to develop local housing and design policies reflecting local circumstances Tracking of delivery against Housing Delivery test New Housing Strategy agreed by Cabinet in April 2019 Major Sites Programme Board meeting every 2 months. Council agreed investment in extra air quality monitoring resources in February 2019 New, extra Climate Change & Environment Officer appointed in March 2019 Climate Change & Environment Advisory Committee set up in September 2019 SCDC an active member of Greater Cambridge Partnership to deliver improved transport facilities 	I = 3 L = 3 9	<ul style="list-style-type: none"> Implement an adequate workforce plan which addresses risk around difficulties in recruitment and retention of planners Develop sites to access Combined Authority £100m funding for new affordable homes Housing Strategy action plan progress to be reported to Cabinet on an annual basis Complete Air Quality Strategy Develop Environment Strategy 	31/03/20 Paul Frainer 31/03/20 Heather Wood / Geoff Clark 31/03/20 Julie Fletcher 31/03/20 Gemma Barron 31/03/20 Siobhan Mellon
D	Flooding Head of Service: Mike Hill Risk Owner: Paul Frainer	<p>Cause In a low-lying area with high water table, periods of heavy rain cause high-levels of surface water run-off and rising ground-water and river-levels</p> <p>Consequence</p> <p>leading to houses, businesses and infrastructure are flooded</p> <p>resulting in people forced to leave their homes and are unable to access their workplaces for days or weeks, disrupting communities and damaging the local economy / water and food supplies are disrupted due to flood water contamination / SCDC services are interrupted as staff are diverted to manage emergency response.</p>	I = 4 L = 3 12	<ul style="list-style-type: none"> Local Plan policies and Sustainable Environment SPD address flood reduction and mitigation; SCDC is active in CPLRF; SCDC practices its Emergency Plan and Business Continuity Plan responses; Sandbag service provided by Greater Cambridge Shared Waste Service; Parishes supported to have own Emergency Plans and resources. 	I = 4 L = 2 8	<ul style="list-style-type: none"> Annual inspections of award drainage system. 	31/03/20 Gemma Barron

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
E	Unsustainable financial position Head of Service: Trevor Roff Risk Owner: Peter Maddock	<p>Cause Government Spending Review 2019 reduces money to SCDC, while Fair Funding Review 2021 reallocates money away from SCDC to social care. New Homes Bonus is reduced / removed and Business Rates Retention is changed, impacting on SCDC as a growth area. Economic Growth reduces and so tax income to Govt reduces, impacting on Local Government Settlement, cost of "growth" sees demand for services outstrip income from new business rates or Council tax</p> <p>Consequence</p> <p>leading to SCDC funding pressure in 2021 = £3.4m, of which £2.3m is covered from reserves leaving a gap of £1.1m</p> <p>resulting in reduced income for SCDC with no reduction in demand for services, inability to set a balanced budget, services changes and reductions and increased charges to residents and businesses.</p>	I = 4 L = 3 12	<ul style="list-style-type: none"> • MTFS agreed by full Council in February 2019 • 3-stream Investment Strategy to increase income agreed by Council in February 2019 • SCDC Members and Officers actively engaged in regional and national policy debates via East of England, DCN etc. • FMS system procured • Finance policies & procedures • Staff training • Budgeting cycle linked to Business Plan • New Deputy s.151 Officer appointed • Quarterly reports by / to Heads of Service to track budget performance. • Audit (Internal / External) • Income generating activities underway across Council 	I = 4 L = 3 12	<ul style="list-style-type: none"> • Implement Investment Strategy • Monitor changes in government funding policies and exploit any opportunities that arise • Implement FMS Budget & Forecasting module to give managers tighter controls over costs and income. 	<p>31/03/20 Trevor Roff</p> <p>31/03/20 Peter Maddock</p> <p>31/03/20 Suzy Brandes</p>

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
F	Supporting Councillors to be effective Head of Service: Susan Gardner Craig Risk Owner: Kathrin John	Cause Councillors require training and development to be fully effective in their roles Consequence leading to Councillors unaware of, unable to access information on nor understand the complexities of the Council's Constitution, their roles, the Services it provides, the demands on staff and how the Council operates resulting in Councillors experience difficulties taking informed decisions, developing and setting policy, supporting officers to deliver services, and resolving residents' local issues.	I = 3 L = 4 12	<ul style="list-style-type: none"> Member Development Programme - Members are equipped with the skills, knowledge and information they need to carry out their roles Scrutiny and Overview Committee provides opportunity for Members to ask questions, examine key operational and policy issues and carry out in depth reviews. Review of the Constitution by Member Task and Finish Group to ensure it meets statutory requirements; is fit for purpose and reflects best practice Organisational capacity in place for Member and governance support, including sufficient budget for effective Member Development 	I = 3 L = 2 6	<ul style="list-style-type: none"> Review and update Member Development Programme to respond to changing and emerging training and development needs of Members; Conclusion and implementation of Constitution review and briefing of all Members on outcomes; Implementing revised staffing arrangements to increase capacity for Scrutiny and Overview function; Review capacity, both staffing and budget, in place to support Member Development function; Improve and update website with service information; Completion of Service Plans setting out what service is being delivered, to what quality and cost standards. 	31/07/19 Kathrin John 31/12/19 Kathrin John 31/07/19 Kathrin John 31/07/19 Kathrin John 30/09/19 Gareth Bell 31/08/19 Phil Bird
L	Organisational culture doesn't reflect organisational direction Head of Service: Susan Gardner-Craig Risk Owner: Susan Gardner-Craig	Cause Council is unable to access appropriate skills, behaviours and attitudes in Councillors, Managers and Staff Consequence leading to failure to embed appropriate organisational culture, poor behaviour and poor working practice resulting in ineffective use of resources, reputational damage, failure to deliver, loss of partner engagement, low retention and recruitment of excellent staff, poor Member-Officer partnership working, negative customer impact on work colleagues, lack of joined approach.	I = 4 L = 3 12	<ul style="list-style-type: none"> Established leadership programme Training opportunities for all staff Recruitment process addressing business needs Appraisal and performance management Organisational development strategy Inward/Outward balance (learning from others, peer reviews) Celebrating success Commitment to staff Comms strategy & engagement Touchdown Good recruitment practices Inclusive & enabling organisational structure Corporate briefings, team meetings (structure of engagement) 	I = 2 L = 2 4	<ul style="list-style-type: none"> Review of recruitment Leadership and management development Staff award schemes South Cambridgeshire branding 	31/03/20 SGC 31/03/20 SGC 31/03/20 SGC 31/03/20 SGC

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
M	Brexit Lead officer: Mike Hill Risk Owner: Trevor Nicoll	<p>Cause UK exits from European Union (with or without a Deal)</p> <p>Consequence</p> <p>Leading to fuel shortages, disruption to food supplies, water and medical supplies, transport delays, inability to move waste to European processors, reduction in business / investment confidence, reduced consumer spending</p> <p>Resulting in SCDC staff and residents unable to travel as part of daily life, stockpiling of food and fuel trigger shortages, reduction in spending and businesses collapse leading to job losses, increase in benefits demands and homelessness, inability to pay Council Tax.</p>	I = 2 L=4 8	<ul style="list-style-type: none"> Member-led Brexit Working Group convened and reported recommendations in Autumn 2018. SCDC fully engaged in CPLRF Emergency Planning meetings and reporting arrangements locally and to Government around Brexit SCDC Heads of Service have assessed service and resident impacts. Extra fuel ordered and stored for SCDC operations Staff home locations mapped to support flexible deployment of officers in the event travel / fuel disruption 	I = 2 L=4 8	<ul style="list-style-type: none"> Attend CPLRF Brexit Strategic Co-ordination Group and Tactical Coordination Group meetings. 	Mike Hill / Trevor Nicoll (as convened)
J	Consultation and engagement with public Head of Service: Susan Gardner-Craig Risk Owner: Gareth Bell	<p>Cause Council does not effectively “join-up” its consultation and engagement with staff, public and Partners</p> <p>Consequence</p> <p>Leading to customer exclusion, lack of public support and lack of public understanding of the role of Local Government and District Council specifically, failure to make appropriate decisions approved by local residents, multiple consultations are launched at the same time leading to “consultation fatigue” and key residents and groups are missed out, overlooked and not correctly engaged with</p> <p>Resulting in lack of public trust, public dissatisfaction with the Council’s performance, reputational damage, inability to achieve the Council’s aims, Failure to gather and understand the needs and priorities of residents and businesses, Council takes decisions that are not informed by residents’ views, ambitions and concerns, confusion and contradictions in change, policy and strategy developments.</p>	I = 4 L = 2 8	<ul style="list-style-type: none"> Business plan formulated annually after public consultation Suitable governance arrangements in place Training opportunities for all staff and members Commissioning – partial process Project methodology (roles & responsibilities) Tool kit Corporate Programme officer Communication forward plan 	I = 3 L = 2 6	<ul style="list-style-type: none"> Ensure effective communication strategy in place and adhered to Ensure ongoing and frequent updates are fed in to communications forward plan by all services. 	31/03/20 Gareth Bell 31/03/20 Gareth Bell

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
L	Demographic Change Lead Officer Mike Hill Risk Owner Paul Frainer	<p>Cause Failure to plan for a growing (from 156,000 to 200,000) and ageing population (50% increase in those aged 75 yrs) in South Cambs</p> <p>Consequence Leading to increased pressure on council resources, services no longer meet needs of local residents and businesses, new and existing communities experience community cohesion</p> <p>Resulting in service failure, increased chronic health conditions impact increase service demand, reputational damage, financial costs</p>	I = 2 L=4 8	<ul style="list-style-type: none"> • SCDC invests in building new communities, not just new houses, via Planning & Economic Development Service and Sustainable Communities & Wellbeing Service • S.106 agreements prioritise early provision of community facilities and community development staff to build community cohesion and reduce mental ill-health issues. • Local Plan agreed in 2018 to deliver sustainable and affordable homes for all. 	I = 2 L=3 6	<ul style="list-style-type: none"> • Ensure Business Plan and MTFS aligned and actions delivered 	31/03/20 Mike Hill

Appendix B – Draft Strategic Risk Register (Original working version)

Risk title	Risk Owner	Cause	Consequence	Risk Control	Residual Impact	Residual Likelihood	Further actions	Target Impact	Target Likelihood
Information Governance	Bob Palmer Phil Bird	Failure to effectively manage information and data handling and retention	Leading to inappropriate use of data info, Resulting in harm to customers (individuals, organisations, staff, etc), financial penalties and reputational damage	<ul style="list-style-type: none"> • Training • Staff resources • Policies • IT Systems • Document Storage • IT Security policies • Partnerships • Good practice • IGWS • Protocols & Sharing agreement • Guidance • Member awareness • Close down non-compliance issue on credit cards / payment processing • Issue clear guidance to staff on data management issues • Ensure compliance with data scanning requirements • GDPR and DPA compliance 	5	4			
Effective project and programme management	Phil Bird	Failure to identify and effectively manage projects to deliver corporate plan and corporate objectives	Leading to resources deployed ineffectively Resulting in failure to deliver benefits to community, financial loss, reputation loss Leading to failure to generate income, increased costs, non-delivery of service, Resulting in reputational damage, financial constraints, legal challenge, impact on people and places	<ul style="list-style-type: none"> • Training • Prince 2 trained employees • Policies & procedures • Toolkit • Identified resources (Finance/People) • Clear objectives • Timescales • Corporate plan • Project methodology (roles & responsibilities) • Training • Governance • Tool kit • Corporate Programme office • Commissioning 	4	2			
Inappropriate organisational culture	Susan Gardner-Craig	Failure to embed appropriate organisational culture	Leading to poor behaviour and poor working practice Resulting in ineffective use of resources, reputational damage, failure to deliver, loss of partner engagement, retention and recruitment of excellent staff, disconnect across organisation.	<ul style="list-style-type: none"> • Leadership • Training • Recruitment • Appraisal process • HR + OD strategy • Inward/Outward balance (learning from others, peer reviews) • Celebrating success • Comms strategy & engagement • Inclusive & enabling organisational structure • Corporate briefings, team meetings (structure of engagement) • Commitment to staff 	4	2			

Risk title	Risk Owner	Cause	Consequence	Risk Control	Residual Impact	Residual Likelihood	Further actions	Target Impact	Target Likelihood
Infrastructure failure	Bob Palmer / Head of 3C ICT	Major IT failure of infrastructure and systems	Leading to complete loss of service in one or more areas Resulting in potential to miss statutory obligations, damage to property, endangering life, financial, reputational damage	<ul style="list-style-type: none"> • ICT Strategy • Resilience + Backup • Partnership working to understand wider context of risks • Penetration / Resilience testing • Council Anywhere enables working at multiple sites • Business continuity planning, testing and experience from previous events 	5	2			
Planning for Local Context” or “Changing demographic	Stephen Kelly / Mike Hill	Failure to plan for (population) growth / demographic change/climate change	Leading to increased pressure on council resources, quality of place/life, impact on existing communities / community cohesion Resulting in Service failure, reputational damage, financial costs	<ul style="list-style-type: none"> • Intelligence • Local plan • Partnership workings – GCP, GCGP CA, Parish Councils • MTFS • Corporate Plan • Workforce plan • Support to develop parish plans • Good partnerships – joined up services • Local plan – range of housing/services • MTFS • Access to intelligence + pop • Older People’s strategy • Awareness of policy changes • Reviewing policies – Benefits • Engagement – Digital • Community Development • Promoting + enabling 	2	2			
Organisation is ill-equipped to deal with a major incident	Mike Hill	Failure to have in place appropriate & robust plans & skills / training / sufficient procedures / preparations / resources to address an emergency, provide response and recovery to any major incident / event	Leading to failure to protect & support the public, failure of legal duty, inability to help community, return to normal, inability to deploy appropriate resources Resulting in loss of life / damage to property / reputational reputational, legal and long term people and places damage / failure to meet basic needs of residents	<ul style="list-style-type: none"> • BCP • EP • CPLRF • Training • Exercises • Major incident plan • Resources & partnerships • Capabilities (potential) Financial planning • Mutual aid • Voluntary sector relationships • Community leadership • Comms strategy • Good will • Assets (Buildings & vehicles) • Scenario planning • Business Continuity Planning 	4	3	<ul style="list-style-type: none"> • Improve awareness and understanding of officers’ duties and responsibilities • Some practice for major incident is needed 		

Risk title	Risk Owner	Cause	Consequence	Risk Control	Residual Impact	Residual Likelihood	Further actions	Target Impact	Target Likelihood
Unsustainable financial position	Bob Palmer	Expenditure exceeds income	Leading to inability to delivery services and Corporate plan Resulting in Central Government intervention, reputational damage, negative impact on communities and places	<ul style="list-style-type: none"> • MTFS • FMS • Finance policies & procedures • Staff training • Budgeting cycle linked to Corporate Plan • Finance team • Financial reporting • Quarterly reports by / to Heads of Service • Audit (Internal / External) • Income generating activities 	4	3			
Insufficient people resources	Susan Gardner-Craig	Council unable to recruit in a high employment area, national skills shortages in certain skills areas, high cost of living (housing), transport infrastructure, reward package restriction	Leading to staff shortage, lack of suitable skills, not fulfilling aspirations of younger generation Resulting in inability to deliver services, negative impact on current staff	<ul style="list-style-type: none"> • Employment & HR • Management policies and practices (1:1s, PDR, etc) • Diversity of work • Employee package • Apprenticeship Workforce mobility • Focus on development strategy • Positive / enabling infrastructure • Geography / nice area • Shared Services 	4	4	Understand patterns of turnover to address loss of experience staff in relevant areas.		
Supporting members to be effective	Beverly Agass	Politicians and organisation are not effectively aligned	Leading to the organisation not maximising its effectiveness Resulting in poor delivery, inefficient use of resources, poor reputation & harm to people & place	<ul style="list-style-type: none"> • Portfolio holders • Officer-member protocol • 4 yearly elections • Democratic Service and Comms teams • Corporate plan & process • Member training programme • Political awareness training for staff • Constitutional & delegation • Business Plan 	3	4			

Appendix C – Notes from the CMT / EMT Risk Management Workshop

Risk title Information Governance

Risk owner Alex Colyer / Phil Bird

Cause Failure to effectively manage information and data handling and retention

Consequence: Leading to inappropriate use of data info, Resulting in harm to customers (individuals, organisations, staff, etc), financial penalties and reputational damage

Gross Risk rating: Impact 5 Likelihood 5

2

- Risk control

- Training	- Partnerships
- Staff resources	- Good practice
- Policies	- IGWS
- IT Systems	- Protocols & Sharing agreement
- Document Storage	- Guidance
- IT Security policies	- Member awareness

Net Risk rating: Impact 5 Likelihood 4

CMT feedback:

The risk also needs to refer to failure to use information or use of incorrect information, which can cause significant damage.

GDPR should be mentioned in the risk, also as a control.

Additional actions proposed in relation to this risk:

- Close down non-compliance issue on credit cards / payment processing
- Issue clear guidance to staff on data management issues
- Ensure compliance with data scanning requirements

Risk title Effective project and programme management

Risk owner Phil Bird

Cause Failure to identify and effectively manage projects to deliver corporate plan and corporate objectives

Consequence: Leading to resources deployed ineffectively
Resulting in failure to deliver benefits to community, financial loss, reputation loss.

Gross Risk rating: Impact 5 Likelihood 5

2

Risk control

<ul style="list-style-type: none">- Training- Prince 2 trained employees- Policies & procedures- Toolkit	<ul style="list-style-type: none">- Identified resources (Finance/People)- Clear objectives- Timescales
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Net Risk rating: Impact 5 Likelihood 2

CMT feedback:

This risk is linked to risk 17 “Major Corporate and Strategic Projects are not delivered”.

Impact is overrated, should be 4 for both gross and net.

This is not a strategic risk, other than as part of Risk 17, or if worded as “Failure to deliver the Corporate Plan”.

Proposed further actions:

- Projects within teams don’t go through the Programme Hub. This needs to be captured to have proper visibility of projects in the organisation.
- 3C Projects are not captured in SCDC plans, while they make demands on resources.

Risk Title Inadequate IT investment

Risk owner Alex Colyer / Susan Gardner-Craig

Cause Failure to invest in appropriate IT infrastructure, team & equipment & train staff effectively

Consequence: Leading to inefficient use of assets & poor organisational resilience
Resulting in poor customer service, additional cost to the organisation and poor reputation and staff unable to do job and safeguarding

Gross Risk rating: Impact 4 Likelihood 4

2

Risk control

<ul style="list-style-type: none">- Resource Allocation- MTFS- Forward planning & identifying needs & building into budget- Recruitment- Training	<ul style="list-style-type: none">- Embedding “right” culture & values- Procuring system & hardware effectively- Ongoing support from both IT & other employees
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Net Risk rating: Impact 4 Likelihood 3

CMT feedback:

This risk should be merged with Risk 5 “Infrastructure failure”. This risk is a control for that risk.

This is not a strategic risk for SCDC, and is adequately controlled.

Net likelihood should be 2 as it is well controlled by 3C ICT

Risk Title **Inappropriate organisational culture**

Risk owner **Susan Gardner-Craig**

Cause **Failure to embed appropriate organisational culture**

Consequence: Leading to poor behaviour and poor working practices
Resulting in ineffective use of resources, reputational damage, failure to deliver, loss of partner engagement, retention and recruitment of excellent staff, disconnect across organisation.

Gross Risk rating: Impact 5 Likelihood 5

2

Risk control

<ul style="list-style-type: none"> - Leadership - Training - Recruitment - Appraisal process - HR + OD strategy - Inward/Outward balance (learning from others, peer reviews) 	<ul style="list-style-type: none"> - Celebrating success - Comms strategy & engagement - Inclusive & enabling organisational structure - Corporate briefings, team meetings (structure of engagement) - Commitment to staff
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Net Risk rating: Impact 4 Likelihood 2

CMT feedback:

We need to define what organisation we want to be.
What we need to put in place to achieve this?
These definitions should drive the risk.

Risk Title Procurement contracts failure (LINK TO 11?)

Risk owner Susan Gardner-Craig / Sean Missin

Cause Failure to equip staff with the right skills & resources to procure and manage contracts effectively

Consequence: Leading to inappropriate contracts and contracts difficult to manage, contract failure
Resulting in reputational damage, legal challenge, financial costs, loss of service, low value for money

Gross Risk rating: Impact 4 Likelihood 4

**2
Risk control**

- Training	- Planning / Contract register
- Recruitment	- Involving the right people
- Policies & procedures	- Legal support
- Project Management	- Partnership working
- Resources / External Specialists	- Shared costs & experience

Net Risk rating: Impact 4 Likelihood 2

CMT feedback:
This is not a strategic risk for SCDC.

Risk Title Failure of 4 year cycle

Risk owner Susan Gardner-Craig

Cause Fail to adopt 4 year Planning/Political cycle

Consequence: Leading to lack of direction, ambition and uncertainty of corporate goals
Resulting in loss of opportunities and service failures and increased costs

Gross Risk rating: Impact 3 Likelihood 4

2

Risk control

- Implementation of Member Task & Finish group findings

Net Risk rating: Impact Likelihood

CMT feedback:

This is not a strategic risk for SCDC.

Risk Title Failure to plan for growth

Risk owner Stephen Kelly

Cause Failure to plan for (population) growth / demographic change/climate change

Consequence: Leading to increased pressure on council resources, quality of place/life, impact on existing communities / community cohesion

Resulting in Service failure, reputational damage, financial costs

Gross Risk rating: Impact 4 Likelihood 4

2

Risk control

- Intelligence
- Local plan
- Partnership workings – GCP, GCGP CA, Parish Councils
- MTFS
- Corporate Plan
- Workforce plan
- Support to develop parish plans

Net Risk rating: Impact 2 Likelihood 2

CMT feedback:

This risk should be linked to Risk 9 “Ageing population” under title “Planning for Local Context” or “Changing demographic”.

Risk Title Ageing population

Risk owner Mike Hill

Cause Failure to plan for ageing population (35% increase in over 75 year olds)

Consequence: Leading to additional service pressures
Resulting in unmet need / reputational damage / increased costs

Gross Risk rating: Impact 3 Likelihood 3

2

Risk control

- Good partnerships – joined up services
- Local plan – range of housing/services
- MTFS
- Access to intelligence + pop
- Older People’s strategy
- Awareness of policy changes
- Reviewing policies – Benefits
- Engagement – Digital
- Community Development
- Promoting + enabling

Net Risk rating: Impact 2 Likelihood 2

CMT feedback:

This risk should be linked to Risk 8 “Failure to plan for growth” under title “Planning for Local Context” or “Changing demographic”.

Risk Title Future reform preparedness (LINK TO 14?)

Risk owner Beverly Agass

Cause Failure to position the Council for future local government / public service reform

Consequence: Leading to mismatch / dislocation of services to meet demand, uncertainty / conflicting priorities, loss of key skills
Resulting in inefficient / unrepresentative services, confusion or simplification of service delivery

Gross Risk rating: Impact 4 Likelihood 4

2
Risk control

<ul style="list-style-type: none"> - Relationships - Intelligence - Insights - Skills - Partnership 	<ul style="list-style-type: none"> - Innovation - Management of change, - Workforce planning - Comms - Briefings - Corporate Plan
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Net Risk rating: Impact 3 Likelihood 3

CMT feedback:
This is not a strategic risk for SCDC.

Risk Title Failure of contract management (LINK TO 6?)

Risk owner Sean Missin

Cause Failure to strategically manage contractual partners (eg failure of major national contractor)

Consequence: Leading to contractual failure, lack of key resources, legal/financial penalties
Resulting in service failure/reputational damage, increased costs

Gross Risk rating: Impact 4 Likelihood 4

2

Risk control

- Business intelligence	- Procurement processes, evaluation, award
- Partnership dialogue	- Insurance
- Regular meetings	- Central Government relationships
- Contract evaluation and monitoring	- Good governance
- MTFS	

Net Risk rating: Impact 3 Likelihood 3

CMT feedback:

Is Sean the right person to be the risk owner for this risk?
 Is the risk referring to the risk of Not procuring in accordance with Legislation?
 Or not managing the contract?
 Could be reworded as “Failure of a strategically important contracts (AMEY)”
 Risk needs to be more specific.

Risk Title Organisation is ill-equipped to deal with a major incident

Risk owner Mike Hill

Cause Failure to have in place appropriate & robust plans & skills / training / sufficient procedures / preparations / resources to address an emergency, provide response and recovery to any major incident / event

Consequence: Leading to failure to protect & support the public, failure of legal duty, inability to help community, return to normal, inability to deploy appropriate resources
Resulting in loss of life / damage to property / reputational reputational, legal and long term people and places damage / failure to meet basic needs of residents

Gross Risk rating: Impact 5 Likelihood 4

2 Risk control

<ul style="list-style-type: none"> - BCP - EP - CPLRF - Training - Exercises - Major incident plan - Resources & partnerships - Capabilities (potential) 	<ul style="list-style-type: none"> - Financial planning - Mutual aid - Voluntary sector relationships - Community leadership - Comms strategy - Good will - Assets (Buildings & vehicles) - Scenario planning
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Net Risk rating: Impact 4 Likelihood 3

CMT feedback:

Is this risk about Emergency Planning?
Controls need to refer to Business Continuity
Additional actions proposed:

- Improve awareness and understanding of officers' duties and responsibilities
- Some practice for major incident is needed

Risk Title Failure of strategic partnerships

Risk owner Beverly Agass

Cause Failure to maintain, and/or provide leadership for major strategic partnerships (CA, GCP, Shared Services, Police, Health)

Consequence: Leading to breakdown of / tension within the partnership. Inertia, fragmented decision making, duplication, missed opportunities

Resulting in service failure / reputational damage, financial impacts

Gross sRisk rating: Impact 4 Likelihood 4

2 Risk control

<ul style="list-style-type: none"> - Good Governance arrangements - Lead officer / member skills, - Active leadership within the Partnership 	<ul style="list-style-type: none"> - Continuous review of strategic partnerships (clear understanding of SCDC priorities / desired outcomes) - Support for and capacity of / with the partnership
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Net Risk rating: Impact 3 Likelihood 2

CMT feedback:
This is not a strategic risk for SCDC.

Risk Title **Legislative chage (LINK TO 10?)**

Risk owner **Alex Colyer**

Cause **Failure to manage impact of major Government policy / legislative change**

Consequence: Leading to reduction in funding, assets, increased resource commitments, change in corporate priorities, service pressures

Resulting in reduction in quality of life, reputational damage

Gross Risk rating: Impact 5 Likelihood 4

2
Risk control

<ul style="list-style-type: none"> - Local Intelligence / engagement with national agencies - Corporate / service planning - MTFS - Capacity to evaluate 	<ul style="list-style-type: none"> - OD Planning - Member/MP relationships - Effective partnerships, - Skills - Decision making timeliness
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Net Risk rating: Impact 4 Likelihood 3

CMT feedback:

This risk needs to be more specific: Homelessness Prevention, Universal Credit, Business Rate changes

Risk Title Local economy change

Risk owner Stephen Kelly

Cause Failure to plan for major change in local economy (AI, technological change)

Consequence: Leading to increased pressure on council services, demographic impacts (emigration etc)
Resulting in employment opportunities / challenges for the Council, increased costs, unmet demands, mismatch in local plan priorities (hsg / transport), impact on local taxation

Gross Risk rating: Impact 4 Likelihood 4

2 Risk control

<ul style="list-style-type: none"> - Economic forecasts - Local plan - MTFS - ED Strategy - Corporate / Service Plans - OD Planning 	<ul style="list-style-type: none"> - Business relationships - Strategic insight and intelligence - Active participation in GCP, CA, Oxford – MK-Cambridge corridor, LSC corridor
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Net Risk rating: Impact 3 Likelihood 3

CMT feedback:
This risk should be linked to the merged risks 8 and 9 as “Planning for local context”.
The other side of this risk is opportunities, which should be flagged.

Risk Title **Unsustainable financial position**

Risk owner **Caroline Ryba**

Cause **Expenditure exceeds income**

Consequence: Leading to inability to delivery services and Corporate plan
Resulting in Central Government intervention, reputational damage, negative impact on
communities and places

Gross Risk rating: Impact 5 Likelihood 4

2

Risk control

- MTFS
- FMS
- Finance policies & procedures
- Staff training
- Budgeting cycle linked to Corporate Plan
- Finance team
- Financial reporting
- Quarterly reports by / to Heads of Service
- Audit (Internal / External)
- Income generating activities

Net Risk rating: Impact 4 Likelihood 3

CMT feedback:

Risk owner should be Alex Colyer.

Risk Title Major Corporate and Strategic projects are not delivered

Risk owner Phil Bird

Cause Delay or non delivery due to insufficient resources, skills and inadequate governance and programme management

Consequence: Leading to failure to generate income, increased costs, non-delivery of service, Resulting in reputational damage, financial constraints, legal challenge, impact on people and places

Gross Risk rating: Impact 5 Likelihood 5

2

Risk control

- Corporate plan
- Project methodology (roles & responsibilities)
- Training
- Governance
- Tool kit
- Corporate Programme office®
- Commissioning – partial process

Net Risk rating: Impact 4 Likelihood 3

CMT feedback:

This risk should be merged with Risk 2 “Effective project and programme management”

Appendix D – Notes from the Members Risk Management Workshop

Session 1

Risk themes

- Public funds – reduction
- Commercialisation – the ice rink investment
- Commercialisation – not having the skills in house
- Restructure / Financially supporting the upper tier County (like Northampton CC)
- Brexit - Supply chain
- IT – Single point of failure / lack of business continuity
- IT – Cyber risk and social engineering fraud
- Artificial Intelligence – not understanding how it could be used
- Brexit – Impact on logistics / traffic on the A14
- Legislation – not being prepared for change
- Partnership risk – impact on decision making / Combined Authority
- Own employment - Recruitment and retention
- District wide employment – driven by cost of living
- District wide employment – major employer (e.g. Astra Zenica) leaves area
- Environmental – Flooding / Air Quality
- Demographic change – increase in people has impact on housing need
- Demographic change – infrastructure may be insufficient
- House prices
- Homelessness
- Economic Growth – planned economic growth does not happen
- Financial – risk in borrowing

Other comments

- Leader: Too many high level risks currently. How do we choose what is important and how do we prioritise scarce resources.
- Risk appetite – this needs to be defined.

Session 2

Risk themes

- Failure to make decisions promptly – new decision making process with pre-scrutiny has risk of being perceived ineffective whilst it beds in
- Own employment - Recruitment and retention, caused by cost of living. Staff having to commute long distances – e.g. from Norwich
- Customer exclusion - Processes need to be automated, e.g. online forms, however risk that certain parts of community are excluded
- Housing delivery – failure to meet targets
- Potential unemployment from automation of tasks
- Lack of citizen engagement
- Welfare reform – leading to reduction in rent collection
- Recycling market decreases – reducing the income for the Council
- Change in Central Government Policy – impacting local decisions, by change or delay
- Own employment - Recruitment and retention
- District wide employment – major employer (e.g. Astra Zenica) leaves area

Other comments

- There was general concern that Council has inability to provide accurate records of new housing to demonstrate whether targets were being met. When reflecting that the Council held this data (e.g. Council Tax / Building control) there was concern that data was not being shared / processed efficiently within Council.
- Concern that there was no Memorandum of Understanding for shared services (Planning in particular).
- Question raised about whether we should continue to self-insure housing stock, and whether it was time to transfer the risk. Comments made, following feedback from Internal Drainage Board, over increasing risk of flooding and environmental damage after 20 years.
- General commentary was made that the Council does not effectively engage with the public, who do not understand the different tiers and roles of Local Government. One Councillor said that they engaged with the public using twitter, Facebook groups. Another Councillor recognised that they were not using social media as they did not know how to.