

Appendix A: Strategic Risk Register

URN	Date of Last Review	LT Risk owner	Risk Event Category (PESTLED)	Risk Event	Leading To	Resulting In	Inherent Impact Score	Inherent Likelihood Score	Inherent Total Score	Control Measure 1	Control Measure 2	Control Measure 3	Residual Impact Score	Residual Likelihood Score	Residual Total Score	Last review by	Review Notes / Comments
SR15	06/03/24	P Maddock	Economic	Economic pressures increase, (including Cost of Living and changes to funding system).	Recession; increased borrowing rates; reduction in public spending. Restrictions on PWLB borrowing. Reduction in income from businesses and residents.	Impact on budgets and SCDC investment plans. Economic growth reduces, impacting Local Government Settlement. Demand for services outstrip income.	4	5	20	Medium Term Financial Strategy updated regularly to track potential impact on the Council before the impact actually occurs - likely to be 2026/27. Regular contact with Pixel our MTFS advisors. Reviewing projection regularly to check reasonableness. Regular meetings with Link our treasury advisers to review borrowing and investment strategies in light of current conditions. Continue to actively monitor situation at service and LT level.	Economic Development Team providing Business Support and Commercial/Regeneration Investments. Promotion of support available to businesses and residents. Remain open to discussion on payments and remain proactive on financial management of debtors	Refresh Investment Strategy. Transformation Programme (including Service Reviews) to continue to identify opportunities for financial savings. Clear plan to be formulated to deliver savings/additional income over the medium term. Explore other opportunities to generate additional income in planning, work around growing the taxbase and Business Rates and exploring other commercial activities.	3	5	15	Peter Maddock	9/2/24 - control measures updated by Peter Maddock as per Dec LT discussions. The Fair Funding Review has been pushed back to 2025-26, however this does not have an impact on the risk score at this stage, just it's proximity.
SR22	13/12/23	P Campbell	Economic	Increased need for temporary accommodation, including use of Bed & Breakfast accommodation due to increasing numbers of homeless households due to external factors such as cost of living, refugee & asylum obligations	Significant overspend on temporary accommodation budget due to statutory obligations (86% increase in B&B spend compared to 2022/23).	Overall financial sustainability of the Council (Statutory requirement to provide temporary accommodation)	5	4	20	Increasing the availability of homes within Shire Homes Lettings and working in partnership with Ermine Street Housing.	Support from Housing Management to provide additional home for temporary accommodation when demand increases.	Monitor joint pathways with key agencies, i.e. criminal justice service, social services. Homeless prevention - advice, support and financial assistance.	5	3	15	Leadership Team	Dec 2024 - new risk adopted by LT.
SR21	06/03/24	S Kelly	Partnerships / Political	Failure to deliver partnership working to deliver infrastructure.	Failure to deliver key infrastructure (such as water supply and electricity) and improved transport and infrastructure for the public.	Impacts to the implementation of the Council's adopted Local Plan. Delays to delivery of strategic developments and/or GCP Making Connections. Less opportunity to address climate change through improved connectivity.	4	4	16	Close working with partners at Cambridgeshire County Council, Cambridge and Peterborough Combined Authority and Greater Cambridge Partnership, and strategic site developers.	Collaboration on consultations emanating from CPCA, GCP and GCSPS to ensure project outcomes are aligned.	Collaboration with partner organisations in relation to water supply (see control measures for SR23 for more information).	4	3	12	Stephen Kelly	06/03/24 - residual risk score updated from 4x4 to 4 (impact) x 3 (likelihood) following publication of statements by government on water in Cambridge and joint position statement between EA, DLUHC and GCSP.
SR33	13/12/23	P Campbell	Delivery	Constrained resources and significant uncertainty for the Housing Sector from deteriorating macroeconomic environment, resulting in high cost of inflation, tight labour market and housing market decline. Increased stock investment requirements, while ensuring fundamental requirements such as tenant safety and additional obligations set out in the Social Housing Regulation Act and revised Consumer Standards are met.	Potential trade-offs in priorities, such as reduction in the number of new council rented homes and shared ownership homes being delivered to off-set spend on maintaining existing homes to meet new regulative requirements, or trade-offs in terms of cyclical repairs and energy efficiency measures.	Inability to meet all core objectives set out in the Council's Asset Management Strategy for council homes and the Newbuild Strategy. Potential for reduction in delivery, reputational damage and/or increased financial costs	4	4	16	In the process of undertaking a self assessment of the Housing Regulator Requirements to identify any gaps ahead of implementation from April 2024, including reviewing the current Resident Engagement Framework.	Housing Stock Condition Survey underway for council properties which will set a clear baseline for improvements to our council properties - tackling those with the lowest energy performance first.	Apply for funding opportunities, including through the Affordable Housing Programme for new build and any energy efficiency funding available.	4	3	12	Leadership Team	Dec 2024 - new risk adopted by LT.
SR03	07/02/24	J Membery	Social (including staffing and communities)	Technical skill shortages, highly competitive employment market and high cost of living and housing in the region.	Difficulties recruiting, vacancies and shortage of skills and capacity in the organisation. Reliance on contractors. Increased stress and sickness.	Impact on service deliver. Failure to meet statutory deadlines. Damage to reputation and legal challenge. Increased expenditure due to use of contractors.	4	4	16	Use of apprenticeship opportunities to 'Grow our Own'. Launch of Management Apprenticeships scheme, Internal development opportunities for staff including secondments and training inc. funding for professional qualification.	Keep pay, reward, benefits, staff satisfaction levels under review. Review and improve council 'brand' and marketing use of market supplements in place.	Trialling a 4 day week scheme, if successful will attract staff to the Council for better work/life balance.	4	3	12	Jeff Membery	07/02/24 - update to take place following end of 1 year 4 day week trial period, based on overall assessment of impact on this risk.
SR24	13/12/23	P Campbell	Legal	Non-compliance with council housing legislation.	Risk to health and life.	Legal action. Reputational risk. Intervention by Regulator for Social Housing. At extreme corporate manslaughter.	4	4	16	Policies and procedures being developed to ensure assessments are carried out within timescales	Regular audits to ensure compliance with current regulations. Continuity checks with contractors records. External contractor engaged to review compliance risks.	External verification of processes.	4	3	12	Leadership Team	July 2023 - new risk adopted by LT.
SR28	13/12/23	A Ainsworth	Economic	Changing housing market impacting viability of South Cams Investment Partnership (SCIP).	SCIP fails to meet expectations and financial returns.	Reputational risk, failure to delivery additional housing, failure to deliver expected income.	3	5	15	Viability assessment is completed prior to board decision to proceed.	Residual value exists in the land.		3	4	12	Leadership Team	July 2023 - new risk adopted by LT.
SR29	13/12/23	P Campbell	Social (including staffing and communities)	Demand for refugee housing outstrips supply.	Increased risk of homelessness.	Increased homelessness, impacts on refugee welfare, potential increase costs and impacts on staff stress levels.	4	4	16	Re-matching of Ukrainian refugees with hosts.	General Housing Advice and intervention.	Purchase of properties through Local Authority Housing Fund for refugees.	4	3	12	Leadership Team	July 2023 - new risk adopted by LT.
SR34	07/02/24	B Esan	Environmental	Extreme weather events occurring within increased frequency within the district as a result of climate change	Redeployment of staff and resources to support communities and businesses in the district, plus coordination of response with partner organisations. Potential damage to Council properties and assets.	Impacts on continuation of business as usual Council services. Increase costs and demand on services.	3	5	15	Business and Service Continuity plans are in place, and are currently in the process of being updated.	Feed-in to Cambridgeshire and Peterborough Local Resilience (CPLRF) Severe Weather working group and the Severe Weather Plan, which dovetails with our own Emergency Management Plan.	Feed-in to CPLRF Climate Change working group looking at how we plan and mitigate the effects of climate change, feeding into our own plans.	2	5	10	Paul Parry and Alex Snelling-Day	Feb 2024 - new risk adopted following recommendation at Audit Committee and agreement at Dec 23 LT.
SR02	13/12/23	J Membery	Technological	Cyber security breach	Risk of having data stolen and held to ransom – potential data breach for residents with sensitive data. Includes medical history and bank details and family history.	Legal and financial implications and reputational damage.	5	3	15	Active intelligence client with 3CICT to ensure the risk management approach to cyber security is active and industry good practice.	Ensure risks are reported and discussed at IG boards, to Shared Service Boards and are included in the ICT Business plan.	We now have a cyber security team sat within 3C ICT - keep up to date with the latest cyber threats, ensure security releases are installed in Council devices and communicates with Intelligent Client where any potential security breaches occur. Additional control measures include: Risk Management; Secure Configuration; Network Security; Managing user privileges; Incident management; User education and awareness; Malware prevention; Monitoring; Removable media controls; Mobile Working.	5	2	10	Leadership Team	05/07/23 - control measures updated by Jeff Membery.
SR23	06/03/24	S Kelly	Environmental	Ability to deliver Local Plan due to limitations on water and utilities.	Impacts on the implementation of the Council's Local Plan, and improved transport and infrastructure for the public.	Delays to delivery of strategic developments. Less opportunity to address climate change through improved connectivity. Lack of utility provision such as water supply and electricity.	3	4	12	Effective input into infrastructure planning through engagement with statutory providers, or bodies like the Greater Cambridge Partnership.	Comprehensive engagement with the Environment Agency, DLUHC / DEFRA on short term water management measures, as part of input to Cambridge Delivery Group.	Support for development of effective Water Resources Management Plan (WRMP) modelling joint local plan growth levels. Engagement with government on a joint position statement to facilitate planning decision making.	3	3	9	Stephen Kelly	06/03/24 - residual risk score updated from 3(impact) x 4 (likelihood) to 3x3 following publication of statements by government on water in Cambridge and joint position statement between EA, DLUHC and GCSP.

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SR09	13/12/23	A Ainsworth	Delivery	Failure to deliver Northstowe civic hub and other community buildings	Risk of project failure to deliver on time and to budget.	Additional costs; delays to service and community provision; reputational damage.	5	3	15	Senior Responsible Officer structure in place with leads for each aspect of the programme reporting to the Senior Responsible Officer.	In July 2022 the Council agreed to provide additional financial support to deliver the buildings.  The Northstowe Delivery Group has been established to support the Council in delivering the buildings and includes representatives from the County Council and Town Council.	Programme Management in place to provide clear oversight and continuous review of progress and potential risks.	3	3	9	Leadership Team	
SR11	13/12/23	A Ainsworth	Technological	Failure to effectively manage, control and utilise data and intelligence across the council	Decisions and planning processes based on inadequate / missing information	Reduced quality of delivery, reputational damage	3	4	12	Data and Intelligence Community of Practice in development; options for service improvements and partnering being developed.	Completion of Data Maturity Self Assessment to help inform investigations into potential data strategies.	Training, Protocols & Sharing agreements.	3	3	9	Leadership Team	June 2023 - risk re-scored by Jeff Membery following discussion at LT. Inherent score increased from 9 to 12. Residual score increased from 6 to 9.
SR12	05/02/24	B Esan	Delivery	Failure to deliver programme of work to reduce SCDCs carbon emissions	Failure to reduce our carbon footprint by 45% by 2025 and 75% by 2030	Environmental and reputational damage. Reduced access to funding. Exposure to uncertainty linked to climate change (e.g. fuel costs).	3	4	12	Fleet decarbonisation programme in place and funded. Ensure electricity supply for electric vehicles - additional projects of solar farm for micro grid.	Strategy and action plan delivery - this is monitored by CEAC and the programme of projects is monitored by the cluster board.  Business plan targets for climate and environment embedded across all departments - not just the Green to our Core cluster.	Implementation of the Asset Management Strategy relating to our council stock with a focus on decarbonisation.  Utilising specialist skills and knowledge from the new repairs contract to support decarbonization, including supporting bids for funding.	3	3	9	Alex Snelling-Day	
SR22	13/12/23	S Kelly	Delivery	Failure to deliver housing and maintain 5 year housing supply (due to factors including changes in the national economic outlook, with some house builders slowing delivery rates)	Lack of suitable sustainable housing for residents  The NPPF provides a tilted balance in favour of development applications.	Higher house prices, lack of workforce for businesses, shortage of transport and facilities.	3	4	12	Authority Monitoring Report produced annually along with Housing Trajectory prepared in consultation with housing developers, to ensure an effective understanding of delivery.	Measures to support delivery through the planning application process, with Planning Performance Agreements put in place for strategic developments with established programmes and secured monies for staff.	Measures to address the delivery of infrastructure needed to support growth, such as the transport infrastructure programme of the Greater Cambridge Partnership.  Review of the Local Plan, to ensure an ongoing policy framework and identified developments to meet future needs.	3	3	9	Leadership Team	Dec 2024 - Inherent likelihood score updated from 3 to 4. Residual likelihood increased from 2 to 3.
SR35	05/02/24	B Esan	Delivery	Lack of bidder for MRF procurement or bidders cannot provide services as expected.	Outcome of MRF procurement exercise not as expected and lack of suitable alternatives in Cambridgeshire.	Potential to impact income (if prices are renegotiated) or viability of disposal of recyclable materials (with knock-on impacts for collections and logistics and costs around that).  Impact on ability to deliver household and commercial recycling collections.  Reputational impact.	4	4	16	Additional partner and potential contractor meetings taking place as required to run procurement exercise. Legal, technical and financial specialists engaged. Appropriate procurement route chosen to successfully engage market. Additional plans being discussed for next steps should procurement not be successful.  Frequent communication with County Council in relation to their PFI contract position.	Undertaking research and evaluation exercises about alternative facilities that could be used as a short term solution.	Contract management in partnership with RECAP partners.	2	4	8	Rebecca Weymouth Wood	05/03/24 - wording updated by Bode Esan and Rebecca Weymouth Wood.  05/02/24 - risk escalated and updated from Shared Waste Risk Log following LT request Dec 24.
SR25	13/12/23	P Campbell	Economic	Ermine Street Housing (ESH) Council investment fails to deliver return	There are a range of factors that impact on ESH (included in the Housing Risk Register) that may impact on the future profitability on ESH.	Lower than anticipated returns on investment	4	4	16	Interest Rates Rise - strong financial management.	House Price Deflation - House prices are more resilient in the Cambridgeshire Area. Business Model is less dependent on property values, rental income is more important.	Property Condition - properties are generally new and in good condition. ESG will complete a stock condition survey to allow a long term investment plan together with an acquisition and disposal strategy.	4	2	8	Leadership Team	March 2024 - minor wording update.  Over time, a consequence of house price inflation will mean that value of assets will continue to grow, providing a buffer to ESH and protecting SCDC investment
SR26	13/12/23	P Campbell	Delivery	New Mears Contract fails to deliver service	Repairs not being completed on time and/or poor quality. Dependence on one contractor	Dissatisfaction from tenants and reduction in satisfaction levels potential action by regulator and risk of disrepair claims.	4	4	16	Robust monitoring of performance. Expectations and performance measures have been made clear at the outset of the new contract.	Monitoring of contract to include tenant representatives, which will feed into the Housing Performance Panel and Housing Engagement Board.	Robust procurement process including financial check on company.	4	2	8	Leadership Team	
SR30	11/03/24	A Ainsworth	Partnerships / Political	4 day week trial is stopped prematurely by government or financial penalties are imposed that force the Council to return to a 5 day week.	Continued difficulties in recruitment and retention	Reduced ability to deliver high quality services (particularly in areas such as Planning) and the rise of agency spend to cover posts that are not filled by permanent recruitment; impact on staff morale	4	3	12	Concern raised by sector about government intervention has been strong, with responses sent by cross-sector membership groups.	SCDC has requested a meeting with DLUHC minister to understand their concerns, given early evidence of positive outcomes of the trial (financial and staffing).  SCDC is complying with DLUHC Best Value notice and data requests.	Use of external independent research team to ensure objectively and independently verified data is produced.	4	2	8	Liz Watts and Kevin Ledger	11/03/24 - Risk event updated to incorporate reference to potential for financial penalties from government. Control Measure 1 updated to include reference to DLUHC best value data submissions.  July 2023 - new risk added
SR31	13/12/23	A Ainsworth	Social (including staffing and communities)	4 day week trial is unsuccessful in achieving its aims of solving recruitment and retention challenge.	Continued difficulties in recruitment and retention.	Reduced ability to deliver high quality services (particularly in areas such as Planning).	4	3	12	Trial is being carefully monitored by officers and members (through Scrutiny of KPIs by O&S and employment impacts by E&S Committees).	Use of external independent research team will ensure objectively verified data is presented to members.	Recruitment to new posts advertising the benefits of working in a 4 day week environment.	4	2	8	Leadership Team	Risk to be update based on findings of end of trial report.  July 2023 - new risk added
SR05	13/12/23	J Membery	Delivery	Failure to deliver organisational review and operating model.	The Council's operating model, organisational values, capabilities, and structure fail to deliver the Business Plan.	Limitations to service delivery, possible financial and legal penalties and reputational damage.	4	3	12	Engagement and comms plan for colleagues, members and Partners in place.  Transformation Fund set up to resource change programme.  Transformation projects and Board established to oversee delivery of objectives.	Service Review governance involves members of LT, ensuring input into definitions of objectives for reviews.	Increased number of cross-service reviews requiring corporate monitoring and governance rather than relying on service only delivery.	3	2	6	Leadership Team	
SR10	13/12/23	L Watts	Partnerships / Political	Lack of clarity and Councilor involvement in what Shared Services are expected to deliver and how decisions are taken.	Inadequate Shared Service governance  Failure to learn and apply learning to improve services	Shared Services not delivering against business plans. Failure to retain staff and provide resilience. Fail to deliver services.	4	2	8	full review of the partnership arrangements for 3C shared services being undertaken during 2024.	Quarterly performance, finance and risk reviews undertaken by Shared Service Director Board with each Head of Shared Service.	Shared Service Agreement signed by all Councils.	3	2	6	Leadership Team	

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SR16	13/12/23	L Watts	Social (including staffing and communities)	Cost of living crisis (impacting on residents)	Increased costs of energy and fuel, housing and food, alongside stagnation / reduction of income (wages, social security benefits such as Universal Credit).	Housing, food, bills less affordable and residents (particularly the vulnerable but also those 'just about managing') suffer physically and financially.	3	3	9	Promote the existing mechanisms available for resident support (such as income maximisation advice, specialist debt advice, spreading payments, discretionary grants, food banks and vouchers, signposting more advice).	Implement new options agreed by Cabinet in Nov 2022, including discretionary housing payments, changes to Localised Council Tax Support, Discretionary Council Tax discounts, charitable giving, warm hubs, warm packs, community chest grants, improving access to affordable food including mobile food vans to reach more rural areas.	Use of grant funding for additional staff for key areas, such as money advice and tenancy sustainability for those suffering from mental ill health.	2	3	6	Leadership Team	
SR18	11/03/24	L Watts	Social (including staffing and communities)	Organisational culture doesn't reflect organisational direction	Inappropriate skills, behaviours and attitudes in Managers and Staff. Ineffective use of resources. Poor Member-Officer partnership working, and a lack of a joined-up approach.	Reputational damage, failure to deliver, loss of partner engagement, low retention and recruitment	3	4	12	Appraisal and performance management processes in place. Good recruitment practices, including recent changes to support improved diversity (e.g. blind recruitment). Inclusive & enabling organisational structure now Well embedded. Development of Team Charters. Consideration of how to manage teams in a hybrid environment.	Well-developed Comms strategy and significant programme of engagement and communications across the council, including: Awards ceremony and Town Hall sessions, Weekly Vlogs from CEO and Leadership Team, Corporate management Team (CMT) development/formal meetings and briefings, Insite opportunities to thank colleagues and celebrate excellence. A draft People strategy has been produced giving clear direction on best use of Human resources. SCDC staff values refreshed (with a number of staff and member sessions held to inform) and launched in early 2024. A staff working group has been set up tasked with embedding staff values throughout the organisation.	A range of internal and external training for all staff and members. Further development of CMT through a programme of training events, some of which will be mandatory.	3	2	6	Liz Watts and Kevin Ledger	11/03/24 - control measure 2 updated to account for refresh and relaunch of staff values, plus work to embed. 05/02/24 - updated by Jeff Membery. Residual likelihood reduced from 3 to 2 to account for drafting of people strategy. Reference to this document added to control measure 2.
SR20	13/12/23	L Watts	Partnerships / Political	Fail to harness synergies from partnership working (with e.g. CPCA, Health sector)	Fail to build programmes of work and improve existing services in line with available data, intelligence, partnership funding and collaboration opportunities.	Services not optimised or delivery prioritised as well as possible; funding opportunities not taken; residents failed by partners working in isolation.	3	3	9	CPCA Improvement Plan is supported by all CEOs across C&P and SCDC leads on one workstream.	SCDC chairs the C&P Public Service Board which is creating a programme to create a network of officers from all organisations to learn and co-deliver new projects.	SCDC CEO is on the Health & Wellbeing board and leading the housing and skills priority area for delivery of the Health and Wellbeing Strategy in December 2022. COO leads on a newly established C&P data sharing working group.	3	2	6	Leadership Team	
SR27	13/12/23	B Esan	Environmental	Fire on SCDC property (including Cambourne HQ)	Loss of (all or part of) building, structural integrity leading to possible loss of life of, or injury to, staff or customers	Possible injury or loss of life, financial costs of damage to the building, disruption to Council operations and services. Possible reputational damage if fire detection or prevention systems are found to be inadequate	5	3	15	Fire risk assessment completed, and regularly reviewed.	Fire safety management plan up to date, and regularly reviewed, alongside training and test and live evacuation drills.	Highest risks of fire are due to arson and electrical faults. Regular monitoring of potential sources of ignition / clearance. Thorough testing is regularly undertaken (PAT and fixed wire testing).	5	1	5	Leadership Team	March 2024 - broadened from just South Cambs Hall. Now relates to any SCDC property asset. June 2023 - escalated from Transformation, HR and Corporate Services risk log (THC21).
SR26	07/03/24	P Campbell	Social (including staffing and communities)	Occurrences of Modern Slavery (including human trafficking, slavery, servitude and forced or compulsory labour) within the district or as part of the Council's supply chain	Harm to individuals or groups of individuals	Human impact, reputational impact (in instances where Modern Slavery occurs within our supply chain or could have been identified and prevented), potential for legal action or financial costs (from possible penalties, and/or from fraud, which can take place as part of Modern Slavery).	4	2	8	The Council's Modern Slavery Statement is refreshed annually to review the steps that have and continue to be taken to ensure there is no modern slavery or human trafficking in any part of our business, including our supply chains.	An internal Audit report has been undertaken to provide assurance and make recommendations to ensure that the Council's approach to combatting Modern Slavery is suitably robust and effective.	A corporate safeguarding group runs, ensuring awareness and discussion of safeguarding issues (including Modern Slavery) across and between the Council's services. The Council engages with the Cambridgeshire Multi-Agency Safeguarding Hub to work with partner agencies (including the Police, Cambridgeshire County Council, Fire Service and Cambridgeshire and Peterborough Integrated Care System) to take a joined up approach to safeguarding, including the prevention of Modern Slavery.	4	1	4	Peter Campbell and Kevin Ledger	07/03/24 - new risk added in relation to Modern Slavery, in response to Internal Audit recommendation and to ensure this important risk is reflected and control measures maintained.
SR01	05/02/24	J Membery	Technological	IT infrastructure failure	Complete loss of service and network connectivity in one or more service areas across SCDC	Potential to miss statutory obligations, risk to vulnerable residents; incurring financial penalties, and reputational damage.	4	2	8	Active intelligent client with 3CICT to ensure risk management approach to infrastructure failure is active and industry good practice (see notes for categories of control measures).	Ensure risks are reported and discussed at IG boards, to Shared Service Boards and are included in the ICT Business plan.	Services to ensure business continuity plans are updated by the end of Sept 2023 and submitted to a central registry (with hard copy also available). Hosted services can now be accessed directly rather than through network in event of failure. Communication through social media outside of the Council's network to mitigate impacts and ensure up to date comms. Additional control measures include: split-site data centre, resilience built into hardware and software, separate networks for systems management and application, ability to reroute network traffic in the event of any failures, alternative power generation, data backup tools, 24/7 hardware support and maintenance, cooling, fire suppression and smoke detection, leak detection and site security.	3	1	3	Jeff Membery	05/07/23 - control measures updated by Jeff Membery.
SR06	13/12/23	J Membery	Delivery	Failure of information governance, data management	Use of incorrect information and legal non-compliance. Loss or corruption of data, inability to access or share data.	Limitations to service delivery, possible financial and legal penalties and reputational damage.	3	2	6	Agreed additional funding for IG team to ensure review of processes to reduce likelihood of failure.	Governance changes being introduced so cross council accountability is delivered and efficiencies obtained.	Continual development of training and awareness to reduce likelihood of unintentional failures.	3	1	3	Leadership Team	
SR07	13/12/23	J Membery	Delivery	Lack of clear documented digital strategy	Ad-hoc delivery of digital projects not contributing to SCDC objectives, diverting resources	Reduced savings, more unintegrated systems and increased maintenance costs. Less joined up information.	3	3	9	Commissioned an external organisation (6x3) to complete and document digital strategy to guide future IT procurement and delivery.	Include LT in "signing off" the strategy to ensure corporate buy in.	We now have a draft digital strategy which is in the process of being finalised.	3	1	3	Leadership Team	05/07/23 - control measure 3 added by Jeff Membery.
SR14	07/03/24	P Maddock	Delivery	Failure to catch up on producing the statement of accounts (SOA) (overdue, including approval of accounts to obtain unqualified audit opinion)	Resulting in increased stress and workload and diversion from other accounting responsibilities such as budget monitoring.	Reputational loss, and uncertainty over the Council's financial position	2	2	4	A Plan of actions and timetable is prepared for each statement of accounts, including supporting information for auditors whilst monitoring progress regularly to deadlines set. Close liaison with the auditors to ensure all requests are fulfilled on time.	The SOA preparation process has been updated and more automation introduced using the SOA explorer model. This means the statement and notes can be produced quicker and with more accuracy. There are two additional fte's dedicated to the accounts catch up process avoiding significant impact on BAU activities. Training is and will continue to be provided to colleagues to enable the transition to accounts preparation and audit to be carried out.	A report is due to be made to Audit Committee in March 2024 to update on the current position. 2023/24 to be completed in draft by end June 2024 and audited by end March 2025. Attendance at CIPFA / external audit final accounts workshops.	2	1	2	Peter Maddock	07/03/24 - Inherent risk score reduced from 4 (impact) and 3 (likelihood) to 2 (impact) and 2 (likelihood) to account for recent central government announcement on final accounts catch up process for local authorities and removal of audit for 21/22 and 22/23.