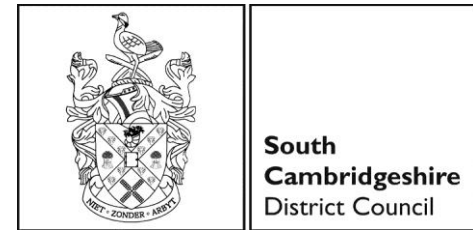


**Appendix A
Strategic Risk Register
April 2009**



No. Title Description (The risk event, <i>leading to</i> consequence for service/ Aim(s), <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Aims Approaches Actions	Owner	Timeline for Progress
<p>1. Housing Futures Phase Two Tenants do not support a housing transfer option, <i>leading to</i> insufficient capital funding to maintain the current level of expenditure on the Council's housing from 2009/10 onwards and net savings on revenue expenditure to be introduced from 2009/10, <i>resulting in</i> significant cuts needing to be identified and implemented to make retention viable; adverse publicity or other reputational damage.</p>	A3	→	C.iii.	Housing Futures Project Manager	As per Housing Futures Phase Two Project
<p>2. Equalities The Council is successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies, <i>leading to</i> financial compensation payments and penalties, possible Commission for Human Rights and Equalities inspection, <i>resulting in</i> reduction in reserves available to support balanced MTFS, adverse publicity and effect on reputation.</p>	B2	→	A.ii.3. B.iv.6. C.iv.3.	Executive Director	June 2009 (Level 2 of Equalities Standard achieved) and September 2009 (Gender Equality Scheme in place)

No. Title Description (The risk event, <i>leading to</i> consequence for service/ Aim(s), <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Aims Approaches Actions	Owner	Timeline for Progress
3. EU Services Directive Failure to provide online transactions, screening of legislation, policy and fee practices <i>leading to</i> breaches of the EU services directive <i>resulting in</i> unjustified barriers to service provision, loss to the economy, possible legal intervention from EU traders.	B2	new	Aiii, Aiv, Di, Dii	Corporate Manager – Health & Environmental Services	28 December 2009
4. Pandemic 'flu A pandemic 'flu outbreak occurs affecting South Cambridgeshire, <i>leading to</i> significant staff absence, <i>resulting in</i> inability to provide full services and involvement in emergency management.	A4	→	A.iv.	Corporate Manager – Health & Environmental Services	
5. Delivering efficiency and other savings Annual targets not achieved, <i>leading to</i> adverse impact on Medium Term Financial Strategy (MTFS), <i>resulting in</i> possible overspending, reducing balances; possible cuts in some service areas or loss of services, possibly not meeting statutory service requirements; consequential impact on reputation with partner organisations and public.	B3	↓ (from A3)	A.v.	Chief Executive (previously Corporate Manager – Finance & Support Services)	2009/10
6. Embedding values Values not effectively embedded within Council <i>leading to</i> no real change in culture and behaviour, <i>resulting in</i> adverse comment by the Audit Commission, poor public and partner perception of the Council, low morale.	C3	↓ (from B1)	A.i. A.ii. A.iii. A.iv.	Corporate Manager – Planning and Sustainable Communities	N/a

No. Title Description (The risk event, <i>leading to</i> consequence for service/ Aim(s), <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Aims Approaches Actions	Owner	Timeline for Progress
7. The current economic climate (a) A noticeable slowdown in the sale of new properties, affecting completion rates, and (b) rising demand for some services, <i>leading to</i> (a) reduced projected growth in the tax base and reduced income from other new property related services (e.g. planning fees, land charges, etc) and (b) increased pressure on some services, <i>resulting in</i> increased pressure on expenditure and staff.	C3	↓ (from C2)	E.iii.	Chief Executive (previously Corporate Manager – Finance & Support Services)	N/a
8. Planning for Growth The housing market means that fewer houses are built in the District than expected, which may <i>lead to</i> reduced Housing & Planning Delivery Grant, <i>resulting in</i> consequential impact on the Council's financial position. (In addition, the slowing down in development will mean some posts will need to be funded from other sources. Actions are being taken to address this, such as ensuring processes and staffing structures meet customers' needs.)	C3	→	C.i. C.ii.2. E.iii. E.iv.	Corporate Manager – Planning & Sustainable Communities	N/a
9. Illegal Traveller encampments or developments Failure to find required number of sites, or sites identified do not meet the needs of local Travellers, <i>leading to</i> illegal encampments or developments in the District, <i>resulting in</i> community tensions; cost and workload of enforcement action, including provision of alternative sites and/or housing; poor public perception and damage to reputation.	C3	→	E.i. C.iv.3.	Corporate Manager – Planning & Sustainable Communities	N/a

No. Title Description (The risk event, <i>leading to</i> consequence for service/ Aim(s), <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Aims Approaches Actions	Owner	Timeline for Progress
10. Recruitment & Retention Some difficulties in recruiting to specific professions, <i>leading to</i> increased cost of repeat recruitment and pressure on officers to deliver services, <i>resulting in</i> lack of capacity to meet service delivery needs, loss of effectiveness/ productivity and increased absence rates	C3	↑ (from C4)	A.iv.	HR Manager	N/a
11. LAA action not completed The Council may not complete an LAA action it is responsible for undertaking, <i>leading to</i> a desired outcome not being achieved for residents of South Cambridgeshire, and/or the authority not achieving an accurate Comprehensive Area Assessment (CAA) rating, <i>resulting in</i> possible reduction in funding (e.g. Reward Grant).	C4	new	All	Chief Executive	N/a
12. Better Regulation Agenda Non compliance with the requirements of the Local Better Regulation Office (LBRO), Compliance Code and Regulatory Enforcement & Sanctions Act <i>leading to</i> Intervention by LBRO and the Better Regulation Executive <i>resulting in</i> dissatisfied customers, reputation damage, poor corporate governance result, poor morale, loss of public/business confidence	C5	→	A.iv.	Corporate Manager – Health & Environmental Services	N/a

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

KeyImpact

- A Extreme
- B High
- C Medium
- D Low

Likelihood

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

Direction of Travel

- ↓ Priority reduced from last review (bracket indicates previous priority)
- Priority equal to last review
- ↑ Priority increased from last review (bracket indicates previous priority)

Aims, Approaches, Actions

The references in this column are to the Aims, Approaches and Actions adopted by Council on 27 November 2008 with effect from 1 April 2009.