

**Appendix C
Strategic Risk Register CorVu report
September 2010**



Measure Name	Frequency	Responsible Officer	Unit of Measure	Current Performance			End of Year Performance		Comments
				Target	Actual	YTD Actual	End of Year Target	Estimate	
STR14 - Implementation of National Job Evaluation Scheme The Council and trade unions are not able to form a collective agreement for the implementation of a revised job evaluation scheme, leading to worsening industrial relations and equal pay challenges and poor publicity, resulting in public dissatisfaction with the Council's services.	QUARTERLY	Steve Hampson	Number	10	16		10	10	IMPACT SCORE: 4. LIKELIHOOD SCORE: 4. CONTROL MEASURES: Exchange of information and discussions through the Job Evaluation Steering Group. Employment of specialist staff to manage the process. TIMESCALE TO PROGRESS: Aim to gain agreement Autumn 2010 and implement in Spring 2011.
STR05 - Lack of development progress While there has been progress on Cambridge fringe sites, there is no progress yet at Northstowe and little likelihood of progress at Cambridge East in the immediate future, leading to the authority being unable to deliver its housing needs, resulting in the Council having to meet the shortfall in the short term from developments in existing villages.	QUARTERLY	Jo Mills	Number	10	15		10	10	IMPACT SCORE: 3. LIKELIHOOD SCORE: 5. CONTROL MEASURES: Public Service Board continuing to address these issues. Planning Policy are working as part of county-wide group. Regular senior level meeting between SCDC and key developers to press for progress - report due September 2010. TIMESCALE TO PROGRESS: Waiting to hear about new government policies that may mean the targets will change.

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<p>STR12 - Supported Housing Reduction in Supporting People (SP) funding, leading to loss of staff and changes to delivery structure, resulting in dissatisfaction amongst residents and concerns over well being of vulnerable people.</p> <p>Note: Further potential risk: Loss of control over SP budget when informal ring fence removed within LAA, leading to further cuts in SP funding not currently anticipated, resulting in service may not be sustainable leading to outsourcing of provision.</p>	QUARTERLY	Stephen Hills	Number	10	15		10	10	<p>IMPACT SCORE: 3. LIKELIHOOD SCORE: 5.</p> <p>CONTROL MEASURES: Needs assessment of all tenants + member task & finish group to identify best ways to meet tenants' needs.</p> <p>TIMESCALE TO PROGRESS: Secured place on SP framework April 2010. Critical funding decisions to emerge during 2010 & 2011.</p>
<p>STR08 - Medium Term Financial Strategy (MTFS) Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> • not achieving delivery of savings to meet targets; • the RSG settlement is tighter than anticipated; • pay and inflation exceed assumptions; • employer's pension contributions increases exceed projections; • impact of successful equal pay claims exceeds available reserves; • changes in demand for some service areas could lead to pressures in the related budgets; • unforeseen redundancy costs, leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism. 	QUARTERLY	Alex Colyer	Number	10	12		10	10	<p>IMPACT SCORE: 4. LIKELIHOOD SCORE: 3.</p> <p>CONTROL MEASURES: Revised MTFS incorporates updated assumptions. Implement plans to deliver Council's programme in line with latest GF/HRA savings targets. EMT/SMT review progress in achieving budget targets. Explore shared service opportunities. Treasury management reports to PFH. Monitor pay and inflation factors, pay and grading review, effect of current economic climate on demand led services and budgets. Integrated business monitoring process. Draft MTFS Forecast core assumptions to be taken to Cabinet in September 2010 for agreement, in order to provide a preliminary framework for the 2011/12 estimates and service planning processes.</p> <p>TIMESCALE TO PROGRESS: RSG settlement announcement due December 2010.</p>

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STR02 - Equalities The Council is successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies, leading to possible Commission for Human Rights and Equalities inspection, resulting in reduction in reserves available to support balanced MTFS, adverse publicity and effect on reputation.	QUARTERLY	Paul Howes	Number	10	12		10	10	IMPACT SCORE: 4. LIKELIHOOD SCORE: 3. CONTROL MEASURES: An action plan to achieve Level 3 ("Achieving") of the Local Government Equality Standard is in progress. Gender Equality Scheme adopted by Cabinet. TIMESCALE TO PROGRESS: IDeA peer review, October 2010.
STR03 - Illegal Traveller encampments or developments Failure to find required number of sites, or sites identified do not meet the needs of local Travellers, leading to illegal encampments or developments in the District, resulting in community tensions; cost and workload of enforcement action, including provision of alternative sites and/or housing; poor public perception and damage to reputation.	QUARTERLY	Jo Mills	Number	10	12		10	10	IMPACT SCORE: 4. LIKELIHOOD SCORE: 3. CONTROL MEASURES: The draft Gypsy and Traveller Development Plan Document (GTDPD) has been out for public consultation. Ongoing routine monitoring of all District development. SOG developing action plan of potential initiatives to take, pending clarity from the Government. TIMESCALE TO PROGRESS: December 2010.

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<p>STR01 - HRA financial position HRA not brought into balance by 2011/12, leading to drawdown on working balance and risk of an illegal deficit budget if cuts are not implemented in full, resulting in reputational damage to the Council and possible Government intervention if not resolved.</p> <p>Note: Potential risk if savings achieved, leading to risk of deterioration of overall housing service if not carefully managed, resulting in declining tenant satisfaction and inability to meet statutory obligations.</p>	QUARTERLY	Stephen Hills	Number	10	10		10	10	<p>IMPACT SCORE: 5. LIKELIHOOD SCORE: 2.</p> <p>CONTROL MEASURES: Standard budget setting and financial controls.</p> <p>TIMESCALE TO PROGRESS: Medium term position now under control based on current assumptions. Main risk is for period 2014/15 on.</p>
<p>STR04 - Climate change 1. The Council fails to develop measures to safeguard its services against climate change, leading to unacceptable vulnerability to the impact of climate shifts and other weather-related events; failure to achieve Level 2 of NI 188 and LAA target, resulting in a degradation or breakdown of service delivery and damage to property, increasing costs and impact on the Council's reputation; possible loss of reward grant.</p> <p>2. The Council fails to achieve 10% reductions in the emission of CO2 from its operations, leading to continued level of emissions, resulting in loss of reputation, reduced ability to require developers and businesses to reduce CO2 emissions.</p>	QUARTERLY	Jo Mills	Number	9	9		9	9	<p>IMPACT SCORE: 3. LIKELIHOOD SCORE: 3.</p> <p>CONTROL MEASURES: Draft Climate Change Action Plan (CCAP) approved for consultation by New Communities PFH. Specific actions in place within CCAP and New Communities SP. New co-ordination body (Internal Sustainability Delivery Group - ISDG) will assist with implementation and monitoring. Action plan being developed by ISDG chaired by Team Leader (Communities). Regular EMT reporting and quarterly performance reports to PFH meetings.</p> <p>TIMESCALE TO PROGRESS: March 2011.</p>

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STR06 - Productive employee time Restructuring exercises and threat of redundancy cause staff uncertainty, anxiety or stress, leading to significant staff absence or reduced productivity, resulting in inability to provide full services.	QUARTERLY	Susan Gardner-Craig	Number	9	9		9	9	IMPACT SCORE: 3. LIKELIHOOD SCORE: 3. CONTROL MEASURES: Management of Sickness Absence Policy (refreshed following audit review). Employee Assistance Programme. Redeployment support. Redundancy and Reorganisation Policy and Procedure. Stress Management Policy. EMT monthly review of sickness absence. Employee Engagement Strategy. Staff Forum. TIMESCALE TO PROGRESS: In line with timetables.
STR07 - Shared services (a) The Council enters into a shared services agreement with another authority/ provider/ agency, with diminished control over resources or governance, leading to reduced performance or increased cost to the Council, resulting in adverse publicity and damage to reputation. (b) The Council does not enter into shared services arrangements, leading to failure to take advantage of opportunities for service improvement and/or achieve savings, resulting in damage to reputation with peer authorities, inspection agencies and the public.	QUARTERLY	Steve Hampson	Number	9	9		9	9	IMPACT SCORE: 3. LIKELIHOOD SCORE: 3. CONTROL MEASURES: Business cases. Agreed "Heads of Terms". Due diligence exercises. Shared service agreements. TIMESCALE TO PROGRESS: N/A.

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STR13 - HRA Reform HRA reform is abandoned, leading to retention of HRA (negative) subsidy regime, resulting in significant budget pressures for HRA after 5 years and likely to lead to further cuts to spending and reduction in service. Note: Potential risk if HRA reform is implemented, leading to the Council taking on around £190M in debt, resulting in the need for effective and robust financial management and treasury management over a 30 year business plan to avoid an outcome of critical business failure.	QUARTERLY	Stephen Hills	Number	8	8		8	8	IMPACT SCORE: 4. LIKELIHOOD SCORE: 2. CONTROL MEASURES: Standard budget setting and financial controls. Additional Control Measures: Consultation response made to CLG. TIMESCALE TO PROGRESS: Outcome of consultation expected August/Sep 2010.
STR09 - LAA actions Failure to meet LAA targets, leading to desired outcomes for residents of the District not being achieved, resulting in possible reduction in funding (e.g. Reward Grant) and low public satisfaction.	QUARTERLY	Steve Hampson	Number	6	6		6	6	IMPACT SCORE: 3. LIKELIHOOD SCORE: 2. CONTROL MEASURES: Leader and Chief Executive participation in Cambs Together board meetings, monitoring performance and approving remedial action plans. TIMESCALE TO PROGRESS: N/A.
STR10 - Embedding values Values not effectively embedded within Council, leading to no real change in culture and behaviour, resulting in adverse comment by the Audit Commission, poor public and partner perception of the Council, low morale.	QUARTERLY	Paul Howes	Number	6	6		6	6	IMPACT SCORE: 3. LIKELIHOOD SCORE: 2. CONTROL MEASURES: An action plan is continuing to be implemented. TIMESCALE TO PROGRESS: March 2011.