

**Appendix D
Strategic Risk Register
June 2012 - Draft**

[changes highlighted in grey]



| Risk Reference, Title and Description, plus associated Aims, Approaches, Actions | Risk Owner | Risk Score | | Risk Owner's Comments |
|--|-------------|------------|---------|--|
| | | Target | Current | |
| <p>STR15 - Welfare Reform Proposed radical changes to benefits, including possibility of localised council tax benefits and introduction of a universal credit system, <i>leading to possible:</i></p> <ul style="list-style-type: none"> increased IT cost due to required system changes; implementation costs not fully reimbursed by Government grant; increased workload for Benefits and Homelessness teams, <p><i>resulting in potential for:</i></p> <ul style="list-style-type: none"> adverse effect on service provision due to the number of changes; increased dissatisfaction with the service due to reduced amounts of benefit payable; impact on Medium Term Financial Strategy; devastating effect on people with mental health problems; and dislocation of private sector housing market. <p>Aims, Approaches, Actions: C7, B3</p> | Alex Colyer | | 20 | <p>SCORES - IMPACT: 4; LIKELIHOOD: 5. [Note: Scores have been assessed on the perceived scale and impact of the announced changes, and the timescale to implement them (although there may be changes to this) - scores will be reassessed and targets set when more information and clarity is available.]</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Discretionary Housing Payments policy completed and approved. Response made to council tax benefit consultation. Consultations with professional bodies, peer authorities and software suppliers. Consultations with registered social landlords (RSLs), ongoing. Impact assessment work undertaken on proposals and council house accommodation – to be fed into the consideration at a strategic level of possible implications on social housing allocations. Consideration of possible criteria for own council tax benefit scheme. Benefits and Housing Advice & Homelessness teams to provide initial training. Signpost residents who are in difficulty, advice / counselling / financial help / medical assistance etc. Project plan for Localised Council Tax Benefits (CTB). Initial consultations have started with stakeholders, others commenced (2 briefings, 24 April 2012). DCLG have provided an initial grant of £84k towards costs. Chief Financial Officers Group meeting attended with regard to looking at countywide implication of new CTB Schemes. Review of project plan by County Revenues Group. [More control measures / sources of assurance will be identified and put in place as further details of the changes are confirmed.]</p> <p>TIMESCALE TO PROGRESS: Spring 2013 (Council tax support (local authorities) due to go live w.e.f. 1 April 2013). Forum arranged for May 2012 for Registered Housing Providers with regard to impact of under-occupancy for each RSL. Housing Advice and Homelessness to work with Citizens Advice to provide additional budgeting advice for those adversely affected by changes to welfare benefits. Attendance confirmed at tenant participation group events (3 during September and October 2012).</p> |

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|---|------------|------------|---------|---|
| | | Target | Current | |
| <p>STR05 - Lack of Development Progress While there is good progress on the Cambridge fringe sites, at Cambourne and on a refreshed planning application for Northstowe despite uncertainty about improvements to the A14, development is below target, <i>leading to</i> the authority being unable to deliver its housing needs, <i>resulting in</i> the Council having to meet the shortfall in the short term from developments in existing villages and head off speculative major planning applications outside the strategy.</p> <p>Aims, Approaches, Actions: B7, B6</p> | Jo Mills | 10 | 16 | <p>SCORES - IMPACT: 4; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: A14 - Task Group set up with Department for Transport. Government announcement of funding for 'interim measures' on A14, and recognising need for longer term investment after the Task Group has concluded its work. Phase 1 planning application received 27 February 2012, with Development Framework Document. First members of Northstowe Joint Team appointed. Planning Application consideration – on target. Planning Policy produce an Annual Monitoring Report (forecasts housebuilding levels), annually review the Local Development Scheme (can address any shortfall) and have completed a new Strategic Land Availability Assessment (SHLAA). Pre-application discussions started with Marshalls regarding land north of Newmarket Road, and with Ida Darwin hospital site. Construction for Cambourne 950 has started.</p> <p>TIMESCALE TO PROGRESS: SHLAA Issues and Options for new Local Plan to be published in June 2012. Timetable for new Local Development Scheme was agreed by the New Communities Portfolio Holder in March 2011 with new plan in place in 2014. Detail of timetable has been revised to fit more closely with the City Council's programme, but overall timetable unchanged.</p> |
| <p>STR03 - 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.</p> <p>Aims, Approaches, Actions: C6</p> | Jo Mills | 10 | 12 | <p>SCORES - IMPACT: 4; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Ongoing routine monitoring of all district development. Draft Government guidance issued, county wide needs assessment completed in September 2011 but further work required. Monthly report on position regarding temporary expiries and applications circulated to SOG for coordination and oversight.</p> <p>TIMESCALE TO PROGRESS: New applications – ongoing. Gypsy & Traveller Plan to be included in Local Plan. Issues & Options consultation, Summer 2012. Local Plan due for completion 2014.</p> |

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| <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; pay and inflation exceed assumptions; interest rates do not meet forecasts; 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 restructuring costs; local government resource review - localisation of business rates; major developments do not meet housing trajectory forecast; uncertainty re new homes bonus and formula grant from 2013/14; cost of supporting development and meeting demand from growth; impact of welfare reform (and see STR15 above); costs associated with the economic downturn; HRA self-financing post reform; availability of budget for Cabinet priorities; council tax strategy; national Government responds to the downturn in the economy by cutting local government expenditure faster than anticipated, <p>leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.</p> <p>Aims, Approaches, Actions: A4, A5, C7</p> | Alex Colyer | 10 | 12 | <p>SCORES - IMPACT: 4; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Revised MTFS incorporates updated assumptions; approved by Council on 23 February 2012. Implement plans to deliver Council's programme in line with latest General Fund (GF) / Housing Revenue Account (HRA) savings targets. Executive Management Team (EMT) reviews progress in achieving budget targets. Treasury management reports to Finance & Staffing PFH. Monitor pay and inflation factors, effect of current economic climate on demand led services and budgets. Council Health Dashboard. Monthly financial report to EMT.</p> <p>TIMESCALE TO PROGRESS: Explore shared service opportunities. Explore opportunities for further savings beyond those in the MTFS. Updated MTFS during 2012/13.</p> |
| <p>STR24 - HRA Business Plan: Government policy changes Government decides to reopen the debt settlement, leading to increased debt requirement, resulting in reduced housing programme.</p> <p>Aims, Approaches, Actions: B8, C4, C9, A4</p> | Stephen Hills | 10 | 12 | <p>SCORES - IMPACT: 4; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Capacity has been built into the Housing Revenue Account (HRA) business plan to absorb some future changes if they are required.</p> <p>TIMESCALE TO PROGRESS: Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing. Annual review of business plan, programme and resources.</p> |

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| <p>STR12 - Supported Housing Reduction in Supporting People (SP) funding, <i>leading to</i> loss of staff and changes to delivery structure, <i>resulting in</i> dissatisfaction amongst residents and concerns over well being of vulnerable people</p> <p>Aims, Approaches, Actions: C9, C4</p> | Stephen Hills | 10 | 10 | <p>SCORES - IMPACT: 2; LIKELIHOOD: 5.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Needs assessment of all tenants + Member task & finish group to identify best ways to meet tenants' needs. Consultation with staff on new structure. The Housing Portfolio Holder approved a new sheltered housing structure on 15 February 2012. Reduction in funding decision now taken (wef April 2012); confirmation received. Budget reviewed accordingly. Process managed so that potential negative impact has already largely been mitigated. All sheltered housing tenants informed.</p> <p>TIMESCALE TO PROGRESS: Service restructure progressing; to be effective from 1 July 2012. Will need to competitively tender to provide the sheltered housing service, in time for April 2013.</p> |
| <p>STR20 – Partnership working with Cambridgeshire County Council The failure of partnership arrangements (e.g. health & wellbeing, economic development, transport) with the County Council, <i>leading to</i> the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, <i>resulting in</i> adverse effects on the district's residents and businesses.</p> <p>Aims, Approaches, Actions: A1</p> | Jean Hunter | 9 | 9 | <p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Active engagement of officers and Members in partnerships, to ensure the district's residents' and businesses' needs are articulated.</p> <p>TIMESCALE TO PROGRESS: New action in Corporate Plan for 2012/13. Dependent on the timeframe/milestones for each partnership.</p> |
| <p>STR19 - Demands on services from an ageing population The district's demography changes, with significant growth in the over 65 year old population, <i>leading to</i> additional demands on health and social care services, including to the Council's sheltered housing and benefits services, <i>resulting in</i> adverse impact on service standards; increased customer dissatisfaction with services; increased levels of social isolation.</p> <p>Aims, Approaches, Actions: C4, C9, B8</p> | Mike Hill | 9 | 9 | <p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Establishment of 'Ageing Well' workshops to build relations with statutory and voluntary partner agencies, and promote community based preventative measures. Multi agency working group established September 2011, to meet bi monthly. Demographic data to inform new South Cambridgeshire Local Plan – timetable agreed in March 2011. Housing for older people Task & Finish review reported to Scrutiny & Overview Committee, 6 February 2012. Participation in county wide Ageing Well project – initial meeting held November 2011. County wide workshop held on 16 March 2012.</p> <p>TIMESCALE TO PROGRESS: Action in 2012/17 corporate plan to 'Work with older people to improve their independence and quality of life'. South Cambridgeshire Ageing Well action plan in preparation. Take account of demographic change in the corporate and financial planning cycle. Redesign services to address demands.</p> |

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| <p>STR16 – Depot size Failure to secure permanent alternative depot arrangements, leading to adverse health & safety implications, loss of operating licence, resulting in inability to provide full service, possible staff death or injury, service failure/disruption, legal action, reputational damage.</p> <p>Aims, Approaches, Actions: C2</p> | Mike Hill | 8 | 8 | <p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Temporary alternative arrangements in place. Permanent arrangements identified; planning consent granted March 2011. SMT supported move and lease of 25 yrs on 4 May 2011; approved by Environmental Services PFH in May 2011. Implementation and additional costs included in 2011/12 and 2012/13 budgets. Project Initiation Document approved by EMT in August 2011.</p> <p>TIMESCALE TO PROGRESS: Heads of Terms delayed, pending outcome of a new planning consent for a redesigned depot. Occupation target, January 2013.</p> |
| <p>STR22 - Safeguarding the Council's services against climate change 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, resulting in a degradation or breakdown of service delivery and damage to property, increasing costs and impact on the Council's reputation.</p> <p>Aims, Approaches, Actions: C8</p> | Jo Mills | 8 | 8 | <p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: The Council adopted the Climate Change Action Plan (CCAP) 2011-2013 on 22 September 2011. Specific actions in place within CCAP and New Communities Service Plan. New co-ordination body (Internal Sustainability Delivery Group - ISDG) assisting with implementation and monitoring. Regular EMT reporting and quarterly performance reports to PFH meetings.</p> <p>TIMESCALE TO PROGRESS: CCAP actions undertaken over the period 2011 to 2013. The Director of Planning and New Communities will meet relevant Members and report back, enabling EMT to decide whether to retain the Internal Sustainability Delivery Group or transfer responsibility for monitoring the Climate Change Action Plan to EMT.</p> |

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| <p>STR02 – 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> 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> <p>Aims, Approaches, Actions: A2, A4</p> | Alex Colyer | 8 | 8 | <p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: The Council has met its legal requirements to publish equality information by 31 January 2012 and publish equality objectives by 6 April 2012. This information is incorporated into a new Single Equality Scheme (SES), which was adopted by the portfolio holder on 21 March 2012. The adoption of a corporate approach to EQIAs is based on identification of revised assessments via forward plans and a focus on changed outcomes as a result of assessment, supported by the development of a simplified series of templates and the introduction of a 'screening tool' by end of May 2012. Quarterly performance reports to EMT and PFH meetings.</p> <p>TIMESCALE TO PROGRESS: The Council will prepare a self-assessment against the 'Excellence' standard of the Equality Framework for Local Government (EFLG) to inform a final decision, to be taken by 31 October 2012, whether to proceed to 'Excellence' accreditation in 2013. The Equality and Diversity Steering Group will be re-established as a task and finish project group to assist with the preparation of the self-assessment, the Terms of Reference and outline project plan to be circulated to EMT.</p> |
| <p>STR23 - Achieving a 10% reduction in CO₂ emissions The Council fails to achieve 10% reductions in the emission of CO₂ from its operations, <i>leading to</i> continued level of emissions, <i>resulting in</i> loss of reputation, reduced ability to require developers and businesses to reduce CO₂ emissions.</p> <p>Aims, Approaches, Actions: C8</p> | Jo Mills | 8 | 8 | <p>SCORES - IMPACT: 2; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: The Council adopted the Climate Change Action Plan (CCAP) 2011-2013 on 22 September 2011. Specific actions in place within CCAP and New Communities Service Plan. New co-ordination body (Internal Sustainability Delivery Group - ISDG) assisting with implementation and monitoring. Regular EMT reporting and quarterly performance reports to PFH meetings.</p> <p>TIMESCALE TO PROGRESS: CCAP actions undertaken over the period 2011 to 2013. The Director of Planning and New Communities will review this risk and report back, enabling EMT to decide whether to retain this risk on the risk register.</p> |

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|---|-------------|------------|---------|---|
| | | Target | Current | |
| <p>STR21 – Keeping up with technology development The authority fails to maintain an awareness of technology opportunities and does not implement appropriate technology enhancements, <i>leading to</i> inability to appropriately manage the handling of data and sensitive information, IT and communications systems not having capability / capacity to meet emerging standards and unable to deal with service requirements and improvements and deliver efficiencies, <i>resulting in</i> diminished standard of service, customer dissatisfaction, tarnished reputation and uncontrolled costs.</p> <p>Aims, Approaches, Actions: A8, A10, B1</p> | Alex Colyer | 4 | 4 | <p>SCORES - IMPACT: 2; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: ICT Strategy, ICT Security Policy and Usage Guidelines, Information Governance project. EMT, Policy & Performance Portfolio, Information Governance Working Group and the Website Officers Working Group. Assessment of service area needs in conjunction with the annual budget planning and Service Planning process. Externally – The exchange of information, ideas and opportunities via county wide and national user groups including the County and Districts ICT Group, Cambridgeshire Public Sector Network Partnership Board, Information Management Technology Partnership Board, ICT Shared Services Group and County Data Sharing Group. Membership of the Society of IT Managers (SocITM) and British Computer Society. The Policy and Performance Portfolio Holder approved a draft revised ICT Strategy (subject to further discussion and final approval at a future portfolio holder meeting) and noted and endorsed revised ICT Security Policy and Usage Guidelines, on 12 April 2012. Regular monthly or bi-monthly engagement with officers, Members and public sector partners.</p> <p>TIMESCALE TO PROGRESS: Dependent on the timeframe/milestones for each major project. Final approval of revised ICT Strategy, October 2012.</p> |
| <p>STR14 – Implementation of National Job Evaluation Scheme (a) 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.</p> <p>(b) Employee anxiety about Job Evaluation, <i>leading to</i> significant staff absence or reduced productivity, <i>resulting in</i> inability to provide full services.</p> <p>Aims, Approaches, Actions: All</p> <p>[(a) The Council and trades unions signed a Single Status Agreement in May 2012. (b) Employee engagement and development is being addressed through the Organisational Development Strategy; risk associated with this will be included in the Corporate Services service area risk register.]</p> | Alex Colyer | 10 | 16 | <p>SCORES - IMPACT: 4; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Employment of specialist staff to manage the process. Exchange of information and discussions through the Job Evaluation (JE) Steering Group. JE Steering Group met on 19 May 2011 and continued to have negotiation meetings and work with the trade unions. The meeting with the regional Joint Secretaries on 22 Feb 2012 made recommendations, to Unison, GMB and the Council; revised Single Status proposals put to members in a consultative ballot. Update letters issued to all staff in February and March 2012. All JE documents held on Insite. Both unions have balloted members on the Single Status proposals – joint steering group met on 9 May 2012 to discuss outcomes.</p> <p>TIMESCALE TO PROGRESS: Formal signing of collective agreement due to take place week commencing 21 May 2012.</p> |

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| <p>STR13 - Potential risk once HRA reform is implemented. Council fails to prepare for taking on £200M debt, leading to significant shortfall in funds or mismanagement of finances, resulting in potential of regulatory intervention.</p> <p>Aims, Approaches, Actions: A4, B8, C9</p> <p>[This risk is concerned with the HRA self financing leading up to the April 2012 implementation. £205million debt was successfully taken on, on 28 March 2012. Affordable Homes had already downgraded this risk on their risk register.]</p> | Stephen Hills | 5 | 10 | <p>SCORES - IMPACT: 5; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Standard budget setting and financial controls. Project team set up to manage implementation process. Consultancy support procured (stock condition survey and draft business plan). Joint project team meeting with Cambridge City Council's project team; possible opportunities to rationalise common pieces of work, make best use of resources and information. Viable HRA Business Plan approved by Council - separate risk register identified.</p> <p>TIMESCALE TO PROGRESS: Outcome of initial consultation published February 2011, providing route map for implementation. Anticipate new regime from April 2012.</p> |

Red / **Amber** / **Green** shading in the Actual Column indicates the following movement in risk scores:

| | Red | Amber | Green |
|--------------------------------------|---|--|---|
| for risks previously above the line: | <ul style="list-style-type: none"> the score has increased | <ul style="list-style-type: none"> the score has not changed, or has decreased but stays above the line | <ul style="list-style-type: none"> the score has decreased to below the line |
| for risks previously below the line: | <ul style="list-style-type: none"> the score has increased to above the line | <ul style="list-style-type: none"> the score has increased but stays below the line | <ul style="list-style-type: none"> the score has not changed, or has decreased |

Notes

1. The "Reference" is unique and retained by the risk throughout the period of its inclusion in the risk register.
2. Risks are cross referenced to the relevant 2012/13 Aims, Approaches and/or Actions adopted by Council on 23 February 2012.
3. Criteria and guidelines for assessing "Impact" and "Likelihood" are shown on below.
4. The "Actual" risk score is obtained by multiplying the Impact score by the Likelihood score.
5. The dotted line (- - - - -) shows the Council's risk tolerance line.
6. The "Timescale to progress" is the date by which it is planned that the risk will be mitigated to below the line.

| Impact | | Giving rise to one or more of the following: | | | | | | |
|---------------|---|--|--------------------------------------|--|--|---|--|-------|
| | Service disruption | People | Financial loss * | Environment | Statutory service/legal obligations | Management | Reputation | Score |
| Extreme | Serious disruption to services (loss of services for more than 7 days) | Loss of life | Financial loss over £500k | Major regional / national environmental damage | <ul style="list-style-type: none"> Central government intervention; or Multiple civil or criminal suits | Could lead to resignation of Leader or Chief Executive | Extensive adverse coverage in national press and/or television | 5 |
| High | Major disruption to services (loss of services for up to 7 days) | Extensive multiple injuries | Financial loss between £251k - £500k | Major local environmental damage | <ul style="list-style-type: none"> Strong regulatory sanctions; or Litigation | Could lead to resignation of Member or Executive Director | Adverse coverage in national press and/or television | 4 |
| Medium | Noticeable disruption to services (loss of services for up to 48 hours) | Serious injury (medical treatment required) | Financial loss between £51k - £250k | Moderate environmental damage | <ul style="list-style-type: none"> Regulatory sanctions, interventions, public interest reports; or Litigation | Disciplinary / capability procedures invoked | Extensive adverse front page local press coverage | 3 |
| Low | Some disruption to internal services; no impact on customers | Minor injury (first aid) | Financial loss of between £6k - £50k | Minor environmental damage | <ul style="list-style-type: none"> Minor regulatory consequences; or Litigation | Formal HR procedure invoked | Some local press coverage; or, adverse internal comment | 2 |
| Insignificant | Insignificant disruption to internal services; no impact on customers | No injuries | Financial loss of up to £5k | Insignificant environmental damage | <ul style="list-style-type: none"> No regulatory consequences; or Litigation | Informal HR procedure invoked | No reputational damage | 1 |

* including claim or fine

| Likelihood | | Score |
|----------------|---|-------|
| | Guidelines | |
| Almost certain | <ul style="list-style-type: none"> Is expected to occur in most circumstances (more than 90%), or Could happen in the next year, or More than 90% likely to occur in the next 12 months | 5 |
| Likely | <ul style="list-style-type: none"> Will probably occur at some time, or in some circumstances (66% - 90%), or Could happen in the next 2 years, or 66% to 90% likely to occur in the next 12 months | 4 |
| Possible | <ul style="list-style-type: none"> Fairly likely to occur at some time, or in some circumstances (36% - 65%), or Could happen in the next 3 years, or 36% to 65% likely to occur in the next 12 months | 3 |
| Unlikely | <ul style="list-style-type: none"> Is unlikely to occur, but could, at some time (11% - 35%), or Could happen in the next 10 years, or 11% to 35% likely to occur in the next 12 months | 2 |
| Rare | <ul style="list-style-type: none"> May only occur in exceptional circumstances (up to 10%), or Unlikely to happen in the next 10 years, or Up to 10% likely to occur in the next 12 months | 1 |