
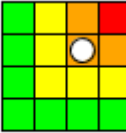



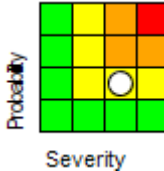
SDC Strategic Risk Register

Cross cutting risks

Generated on: 19 November 2023


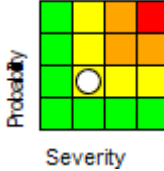
Status	Risk Code	Title	Assigned To	Current Risk Matrix	Probability	Severity	Risk Score	Control	Control Score	Risk Target	Review Date	Latest Note
	SR1	High levels of inflation impacting upon Council budgets and Service Delivery	Andrew Cummings	 Probability Severity	3	3	9	The Budget Strategy and Medium Term Financial Plan should include a medium term analysis of the level of inflation. Capital Budgets must include sufficient contingency to allow for inflation and this should be incorporated within the Budget Strategy. HR Policies and Advertising should include details of the wider benefits of working for SDC Proactive measures to reduce energy consumption	1 1 1	4		The outturn for 2022/23 reflects an overall reduction in the General Fund equalisation reserve but by marginally less than forecast in the budget monitoring. Inflation remains high in the general economy but it is not causing an impact on SDC services and energy costs are likely to be lower than budgeted for 2023/24. Risk remains for the local government pay award which is not agreed at this stage. Overall score is reduced from 12 to 9 to reflect a change in status from "very likely" to "likely".
								Effective procurement of energy contracts	2			


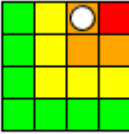
Status	Risk Code	Title	Assigned To	Current Risk Matrix	Probability	Severity	Risk Score	Control	Control Score	Risk Target	Review Date	Latest Note
▲	SR2	Information Governance Compliance - The loss of control of data processed by the council	Owen Chandler		2	4	8	Develop consistent Data Sharing practices and agreements	2	8		Re-assessed but no change to overall risk. Severity not changed even with reduction in ICO fines against public authorities (best use of public funds). Probability remains unlikely due to ongoing works and mitigations. Realistically, very unlikely to reduce the risk further. Main focus will be in improving the controls available.
								Develop Information Governance Champions	1			
								Improved insight of iGov function through improved reporting and recording of service usage, trends and feedback.	1			
								Improved retention policy compliance	2			
								Improved use of automation in council retention	2			
								Up to date and accessible Training & Guidance	1			
▲	SR3	Failure to develop a balanced budget managing Council Priorities within available funding	Andrew Cummings		2	3	6	Develop a series of savings proposals and income generation opportunities to meet the targets in the MTFP	1	6		Budget Strategy has now been approved by Council with a balanced position over the next two years anticipated.
								Continue to explore the development of appropriate partnerships and efficient joint ventures	1			
								Potential to increase income through measures such as: Council Tax and fees and charges	1			
								Ensure Treasury Management and Capital Strategies are aligned with targets in the MTFP	1			


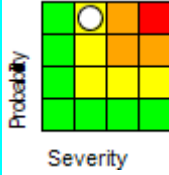

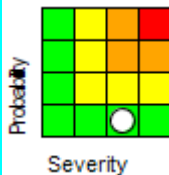
Status	Risk Code	Title	Assigned To	Current Risk Matrix	Probability	Severity	Risk Score	Control	Control Score	Risk Target	Review Date	Latest Note
								Establish and implement a public consultation strategy	1			
								Use budget monitoring to ensure that budgetary control is maintained and income targets are monitored	1			
	SR4	Emergency planning	Keith Gerrard		2	3	6	<p>Council to identify priorities, and required resources, as part of the MTFP process</p> <p>Ensure ICT hardware and software maintained at appropriate levels</p> <p>Individual service continuity plans fit for purpose and adhered to</p> <p>Workforce plan to secure expertise to avoid service failures</p> <p>Ensure data backup system fit for purpose</p> <p>Adequate resources on hand to respond to emergencies - To include Strategic, Tactical and Operational Response</p> <p>Communication strategy to keep stakeholders informed of service availability</p>	1 1 1 1 1 1	3		An emergency management structure is now in place and a number of key documents have been updated.


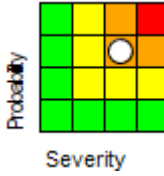

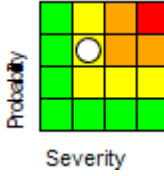
Status	Risk Code	Title	Assigned To	Current Risk Matrix	Probability	Severity	Risk Score	Control	Control Score	Risk Target	Review Date	Latest Note
✓	SR5	The Council is required to increase its contributions to the Gloucestershire Pension Fund above the MTFP provision.	Andrew Cummings		1	2	2	<p>Ensure service redesigns or other staffing changes takes account of financial impact of changed staffing levels on pension fund contributions</p> <p>Ensure MTFP accurately reflects contribution likely to be required based upon current funding levels and future projections</p> <p>Ensure Treasury Management decisions take account of investment benefits potentially available from ad hoc payments to pension fund</p>	1 1 1	2		
✓	SR6	Statutory changes to waste legislation could mandate waste collection alterations.	Mike Towson		3	1	3	<p>Monitor and manage new garden waste customer requests to maximise revenue from the service.</p> <p>Effective management of UBICO contract.</p> <p>Maximise effective use of existing resources.</p> <p>Keeping up to date with emerging legislative changes and good practice.</p>	1 1 1 1	2		<p>Score downgraded following government announcements in Oct 23. Twin streaming to be permitted and therefore no fleet change on recycling required.</p> <p>Some alterations will be required in time for March 26 and March 27.</p>

Status	Risk Code	Title	Assigned To	Current Risk Matrix	Probability	Severity	Risk Score	Control	Control Score	Risk Target	Review Date	Latest Note
▲	SR7	Difficulty in recruiting and retaining staff with the right skills, values and behaviours	Lucy Powell		2	2	4	Adopt policies which promote staff development and retention, in line with the SDC people Strategy	2	2		
								Adoption and implementation of efficient and professional recruitment policies and practices	2			
								Purchase and implement HR software with effective recruitment modules	2			
								Where appropriate developing partnership arrangements with other public sector partners to share risk and build capacity	1			
								Transfer risk through outsourcing if appropriate	2			
								Review benefit package for staff, including financial and non-financial rewards measure	1			
▲	SR8	The loss of income from recycling/inc entive credits and the potential for increased costs of recycle	Mike Towson		2	3	6	Effective management of UBICO contract.	1	3		No risk score change.
							Keeping up to date with emerging legislative changes and good practice.	2				
							To keep lines of communication open with the County Council to	1	Recycling material markets remain volatile, illustrated by the reduction in income from our fibre stream in			






Status	Risk Code	Title	Assigned To	Current Risk Matrix	Probability	Severity	Risk Score	Control	Control Score	Risk Target	Review Date	Latest Note
		processing.						<p>maximise the lead in time for any changes to payment received</p> <p>MRF Contract - the value of recylates collected by the Council are determined by industry benchmarks, this may have an impact of the amount received (income) or the costs incurred of disposal</p>	2			<p>23/24.</p> <p>Food waste incentive payments reduced in recent years, so unlikely to change further in the short term.</p>
	SR9	Low of levels of staff wellbeing and mental health	Lucy Powell		2	2	4	<p>Introduction of wellbeing champions to engage with staff across the Council to talk openly about wellbeing and working with HR, SLT and LMT to share thoughts and recommendations on staff wellbeing</p> <p>Creation and promotion of a set of Corporate Values and Behaviours to reflect the culture that we desire at SDC</p> <p>A comprehensive set of employee support tools which are also open to elected members. This is to include mental health first aiders and counselling services.</p> <p>Member development group to consider</p>	1 1 1 1	1		<p>Scoring changed to reflect the original position on Excelsis</p>

Status	Risk Code	Title	Assigned To	Current Risk Matrix	Probability	Severity	Risk Score	Control	Control Score	Risk Target	Review Date	Latest Note
								development need of Councillors				
								Maintaining our workplace wellbeing award from Healthy Lifestyles Gloucestershire	1			
								Absence monitoring is used to track levels of mental health absences and corrective action taken where appropriate	1			
								An annual staff survey, supplemented by more regular wellbeing surveys, is used to understand the current priorities for staff and respond accordingly.	1			
	SR10	Failure to deliver the canal project on time and/or to budget	Chris Mitford-Slade		4	3	12	Close monitoring at Project Team and Board level of all expenditure and forecast costs to completion	1			
								Seeking additional funding from partners and through NLHF and fundraising, for any identified funding gaps	1			Probability risk increased to reflect delays in obtaining planning permission, the increasing funding gap and the uncertainty of the future funding streams
								Agreeing extensions of time for project completion with NLHF and project partners as required, in light of delays caused by Covid-19, cost inflation and other external factors outside	1			

Status	Risk Code	Title	Assigned To	Current Risk Matrix	Probability	Severity	Risk Score	Control	Control Score	Risk Target	Review Date	Latest Note
								local control.				
								Continued effort to secure required consents and land (or options to secure land).	1			
								All project partners and NLHF kept closely informed and ready to act in the event that any of the identified triggers materialise	1			
	SR11	Government white paper on levelling up results in changes to local government structure or funding	Andrew Cummings		4	2	8	Assess impact of White Paper and work with neighbouring authorities	2			
								Active engagement with Gloucestershire County Council as they work towards their proposal for a County Deal	2			
								Medium Term Financial Planning process to include financial implications of levelling as they become known	2			
	SR12	Failure of SDC to play its full part in delivering the ambitions set out in the 2030 strategy, to tackle the climate and	Rachel Brain		1	3	3	Monitoring to highlight areas where further/priority action needs to be taken	1			
								Effective community and partnership governance in place to drive 2030 strategy ambitions, including a community engagement board at	1			

Status	Risk Code	Title	Assigned To	Current Risk Matrix	Probability	Severity	Risk Score	Control	Control Score	Risk Target	Review Date	Latest Note
		ecological emergency and to do all in our power to become a carbon neutral district by 2030						district level and Climate Leadership Gloucestershire at county level				
								Effective co-ordination of SDC's own actions as a leader by example to tackle the climate and ecological emergency	1			
								Effective monitoring and public scrutiny and reporting of progress towards 2030 ambitions	1			
	SR13	Successful cyber attack on the Council	Adrian Blick		3	3	9	Education of SDC network users	2	6		No change in probability or severity, risk remains at 9
							Protecting SDC from penetration	2				
							Reducing the extent of lateral movement across the SDC IT estate should a hack occur	2				
							Purchase cyber insurance to partially cover costs of any successful cyber breach	2				
	SR14	Business Continuity	Keith Gerrard		3	2	6	A complete review of business continuity is being undertaken.	1	3		Severity has now reduced due to level of controls in place
							Development of business continuity plans for all services	1				
							Creation of a comprehensive corporate recovery plan.	2				

Status	Risk Code	Title	Assigned To	Current Risk Matrix	Probability	Severity	Risk Score	Control	Control Score	Risk Target	Review Date	Latest Note
	SR15	Strike action by Ubico	Keith Gerrard		2	3	6					<p>NJC Pay award has now been agreed and Ubico will be implementing for their staff.</p> <p>The results of the anticipated second union ballot did not reach the required threshold for industrial action.</p>

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown