
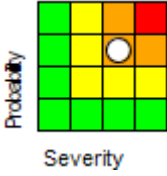

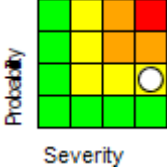

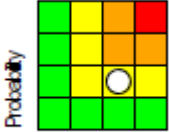



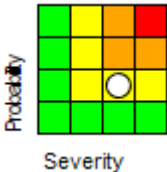
SDC Strategic Risk Register

Cross cutting risks


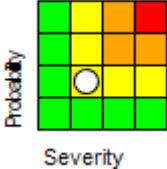

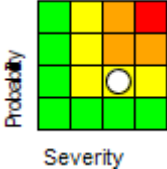
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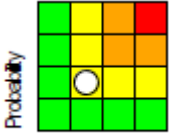
Status	Risk Code	Title	Assigned To	Current Risk Matrix	Probability	Severity	Risk Score	Control	Control Score	Risk Target	Date for review	Latest Note
	SR1	High levels of inflation impacting upon Council budgets and Service Delivery	Andrew Cummings		3	3	9	The Budget Strategy and Medium Term Financial Plan should include a medium term analysis of the level of inflation.	1	4		Inflation is currently at 4% so risk should remain at current level
								Capital Budgets must include sufficient contingency to allow for inflation and this should be incorporated within the Budget Strategy.	1			
								HR Policies and Advertising should include details of the wider benefits of working for SDC	1			
								Proactive measures to reduce energy consumption	1			
								Effective procurement of energy contracts	2			
	SR2	Information Governance Compliance - The loss of control of	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
								Develop Information Governance Champions	1			


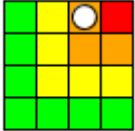
Status	Risk Code	Title	Assigned To	Current Risk Matrix	Probability	Severity	Risk Score	Control	Control Score	Risk Target	Date for review	Latest Note
		data processed by the council						Improved insight of iGov function through improved reporting and recording of service usage, trends and feedback.	1			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.
							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	 Probability Severity	2	3	6	Develop a series of savings proposals and income generation opportunities to meet the targets in the MTFP	1			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		6		
							Ensure Treasury Management and Capital Strategies are aligned with targets in the MTFP	1				
							Establish and implement	1				


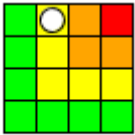
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								a public consultation strategy					
								Use budget monitoring to ensure that budgetary control is maintained and income targets are monitored	1				
	SR4	Emergency planning	Keith Gerrard		2	3	6	Council to identify priorities, and required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

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✓	SR5	The Council is required to increase its contributions to the Gloucestershire Pension Fund above the MTFP provision.	Andrew Cummings	 Probability Severity	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	 Probability Severity	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</p>

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												27.
	SR7	Difficulty in recruiting and retaining staff with the right skills, values and behaviours	Lucy Powell		2	2	4	<p>Adopt policies which promote staff development and retention, in line with the SDC people Strategy</p> <p>Adoption and implementation of efficient and professional recruitment policies and practices</p> <p>Purchase and implement HR software with effective recruitment modules</p> <p>Where appropriate developing partnership arrangements with other public sector partners to share risk and build capacity</p> <p>Transfer risk through outsourcing if appropriate</p> <p>Review benefit package for staff, including financial and non-financial rewards measure</p>	2 2 2 1 2 1	2		Scoring changed to reflect the original position on Excelsis
	SR8	The loss of income from recycling/inc entive credits and the	Mike Towson		2	3	6	<p>Effective management of UBICO contract.</p> <p>Keeping up to date with emerging legislative changes and good</p>	1 2	3		<p>No risk score change.</p> <p>Recycling material markets remain</p>


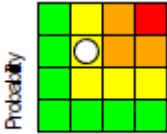
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		potential for increased costs of recycle processing.						practice. To keep lines of communication open with the County Council to maximise the lead in time for any changes to payment received	1			volatile, illustrated by the reduction in income from our fibre stream in 23/24. Food waste incentive payments reduced in recent years, so unlikely to change further in the short term.	
								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	2				
	SR9	Low of levels of staff wellbeing and mental health	Lucy Powell	 Probability Severity	2	2	4	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	1				Scoring changed to reflect the original position on Excelsis
								Creation and promotion of a set of Corporate Values and Behaviours to reflect the culture that we desire at SDC	1				
								A comprehensive set of employee support tools	1				

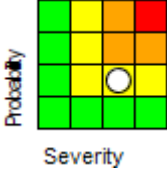
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								<p>which are also open to elected members. This is to include mental health first aiders and counselling services.</p> <p>Member development group to consider development need of Councillors</p> <p>Maintaining our workplace wellbeing award from Healthy Lifestyles Gloucestershire</p> <p>Absence monitoring is used to track levels of mental health absences and corrective action taken where appropriate</p> <p>An annual staff survey, supplemented by more regular wellbeing surveys, is used to understand the current priorities for staff and respond accordingly.</p>				
	SR10	Failure to deliver the canal project on time and/or to budget	Chris Mitford-Slade		4	3	12	<p>Close monitoring at Project Team and Board level of all expenditure and forecast costs to completion</p> <p>Seeking additional funding from partners and through NLHF and fund-</p>	1	2		Probability risk increased to reflect delays in obtaining planning permission, the increasing funding gap and the uncertainty of the

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								raising, for any identified funding gaps				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 local control.	1			
								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	 Probability Severity	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	3		
								Medium Term Financial Planning process to include financial	2			


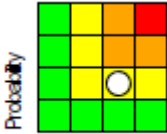
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								implications of levelling as they become known				
✔	SR12	Failure of SDC to play its full part in delivering the ambitions set out in the 2030 strategy, to tackle the climate and ecological emergency and to do all in our power to become a carbon neutral district by 2030	Rachel Brain		1	3	3	<p>Monitoring to highlight areas where further/priority action needs to be taken</p> <p>Effective community and partnership governance in place to drive 2030 strategy ambitions, including a community engagement board at district level and Climate Leadership Gloucestershire at county level</p> <p>Effective co-ordination of SDC's own actions as a leader by example to tackle the climate and ecological emergency</p> <p>Effective monitoring and public scrutiny and reporting of progress towards 2030 ambitions</p>	1 1 1 1	1		
⚠	SR13	Successful cyber attack on the Council	Adrian Blick		3	3	9	<p>Education of SDC network users</p> <p>Protecting SDC from penetration</p> <p>Reducing the extent of lateral movement across</p>	2 2 2	6		<p>Severity and Probability kept at Major/Likely (Nov 2023).</p> <p>Impact will depend on</p>






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								the SDC IT estate should a hack occur				<p>the nature of the attack and how fast it can be dealt with. Tooling, implemented in 2023, is assisting the ICT team in addressing vulnerabilities in a more timely manner and is reporting suspicious activity. Also, the strategy to move to dispersed cloud services is reducing the impact if a successful attack on the Ebley network occurs. The ICT team has well-practiced procedures for assessing impact of human error (clicking on links) and subsequent assessment and clean-up activity.</p> <p>Probability is unlikely to reduce to Unlikely as the levels of malicious activity is</p>
							Purchase cyber insurance to partially cover costs of any successful cyber breach	2				

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												increasing and the biggest risk remains human error which is very difficult to address. Tooling, implemented in 2023, is flagging potentially malicious emails and preventing users from accessing links that appear suspicious. However, this is not an exact science and hence a (reduced) risk of someone clicking on a malicious link remains.
	SR14	Business Continuity	Keith Gerrard	 Probability Severity	3	2	6	A complete review of business continuity is being undertaken. Development of business continuity plans for all services Creation of a comprehensive corporate recovery plan.	1 1 2	3		Severity has now reduced due to level of controls in place

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	SR15	Strike action by Ubico	Keith Gerrard		2	3	6				3		<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>
	SR16	Non compliance with PCI DSS			3	2	6						<p>Failure to comply with the PCI DSS may lead to the Council being subjected to fines and also reputational damage should card data be compromised</p>
	SR17	Failure to fulfil the requirements of the building safety regulator.	Paul Bowley		3	3	9	Validation of Building Control Inspectors	2			<p>From the 6th April 2024, legal changes associated with the building safety act 2022 will be introduced that will fundamentally change the way building control services are delivered. The</p>	
							Registration with the Building Safety Regulator	1					
							Building Safety Regulator oversight	1					

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												<p>building safety regulator will oversee the changes which include mandatory registration of building inspectors, operational rules and KPI's.</p> <p>Four members of the team have sat competency exams, results are awaited. There will be one further opportunity to sit the assessment prior to the 6th April. Once validated inspectors will register with the BSR, this will determine the type of work they can assess. Validation/ registration is over a 4 year cycle.</p> <p>Work on the OSR and KPI's has started in preparation.</p>

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	SR18	Selected Development Partner doesn't deliver the Brimscombe Port Development resulting in delays to the delivery of new housing and the restoration of the Port Basin and reputational damage to the authority		 Probability Severity	2	3	6	Effective Dialogue with Development Partner	1	3		

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown