

Report On: Risks
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Risks (14)

Code	Risk Description	Probability	Severity	Score	Alphanumeric Rating	Risk Controls with RAG Status & Control Lead Officer	Target	Date For Review	
<u>CCR1</u>	Failure to develop a balanced budget managing Council Priorities within available funding	2	3	6	B2	1. Develop a series of savings proposals and income generation opportunities to meet the targets in the MTFP 2. Continue to explore the development of appropriate partnerships and efficient joint ventures 3. Potential to increase income through measures such as: Council Tax and fees and charges 4. Establish and implement a public consultation strategy 5. Ensure Treasury Management and Capital Strategies are aligned with targets in the MTFP 6. Use budget monitoring to ensure that budgetary control is maintained and income targets are monitored	Andrew Cummings Kathy O'Leary Andrew Cummings Andrew Cummings Andrew Cummings Andrew Cummings	6	28/02/2023

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<u>CCR2</u>	Information Governance Compliance - The loss of control of data processed by the council	2	4	B1	<p>Develop consistent Data Sharing practices and agreements</p> <p>Develop Information Governance Champions</p> <p>Improved insight of iGov function through improved reporting and recording of service usage, trends and feedback.</p> <p>Improved retention policy compliance</p> <p>Improved use of automation in council retention</p> <p>Up to date and accessible Training & Guidance</p>	Owen Chandler Owen Chandler Owen Chandler	4	13/03/2023
<u>CCR4</u>	Emergency planning	3	3	A3	<p>1. Council to identify priorities, and required resources, as part of the MTFP process</p> <p>2. Ensure ICT hardware and software maintained at appropriate levels</p> <p>3. Individual service continuity plans fit for purpose and adhered to</p> <p>4. Workforce plan to secure expertise to avoid service failures</p> <p>5. Ensure data backup system fit for purpose</p> <p>6. Adequate resources on hand to respond to emergencies - To include Strategic, Tactical and Operational Response</p> <p>7. Communication strategy to keep stakeholders informed of service availability</p>	Andrew Cummings Sean Ditchburn Keith Gerrard Lucy Powell Adrian Blick Andrew Cummings Sean Ditchburn	3	01/05/2023

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<u>CCR8</u>	The Council is required to increase its contributions to the Gloucestershire Pension Fund above the MTFP provision.	1	2	C2	1. Ensure service redesigns or other staffing changes takes account of financial impact of changed staffing levels on pension fund contributions 2. Ensure MTFP accurately reflects contribution likely to be required based upon current funding levels and future projections 3. Ensure Treasury Management decisions take account of investment benefits potentially available from ad hoc payments to pension fund	Andrew Cummings Andrew Cummings Andrew Cummings	2	30/11/2023
<u>CCR9</u>	Statutory changes to waste legislation could mandate waste collection alterations.	3	2	B2	1. Monitor and manage new garden waste customer requests to maximise revenue from the service. 2. Effective management of UBICO contract. 3. Maximise effective use of existing resources. 4. Keeping up to date with emerging legislative changes and good practice.	Mike Towson Mike Towson Mike Towson	2	24/04/2023

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<u>CCR10</u>	Difficulty in recruiting and retaining staff with the right skills, values and behaviours	3	2	B2	1. Adopt policies which promote staff development and retention, in line with the SDC people Strategy 2. Adoption and implementation of efficient and professional recruitment policies and practices 3. Purchase and implement HR software with effective recruitment modules 4. Where appropriate developing Partnership arrangements with other public sector partners to share risk and build capacity 5. Transfer risk through outsourcing if appropriate 6. Review benefit package for staff, including financial and non-financial rewards measure	2 Lucy Powell Lucy Powell Lucy Powell Lucy Powell Lucy Powell Andrew Cummings	21/02/2023
<u>CCR18</u>	The loss of income from recycling/incentive credits and the potential for increased costs of recycle processing.	3	2	B2	Effective management of the UBICO contract Keeping up to date with emerging legislative changes and good practice. MRF Contract - the value of recyclates 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	3 Mike Towson Mike Towson Mike Towson	20/02/2023

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<u>CCR20</u>	Government white paper on levelling up results in changes to local government structure or funding	4	2	B1	<p>Active engagement with Gloucestershire County Council as they work towards their proposal for a County Deal</p> <p>Assess impact of White Paper and work with neighbouring authorities</p> <p>Medium Term Financial Planning process to include financial implications of levelling as they become known</p>	3	24/07/2023
<u>CCR92</u>	High levels of inflation impacting upon Council budgets and Service Delivery	4	3	A2	<p>Capital Budgets must include sufficient contingency to allow for inflation and this should be incorporated within the Budget Strategy.</p> <p>Effective procurement of energy contracts</p> <p>HR Policies and Advertising should include details of the wider benefits of working for SDC</p> <p>Proactive measures to reduce energy consumption</p> <p>The Budget Strategy and Medium Term Financial Plan should include a medium term analysis of the level of inflation. This will incorporate wage inflation, contract inflation and inflation within the capital programme.</p> <p>Appropriate levels of increase on fees and charges as well as rents and Council Tax (within statutory limits) must also be incorporated.</p>	4	30/09/2023

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<u>CCR93</u>	Low of levels of staff wellbeing and mental health	3	2	B2	<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>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> <p>Creation and promotion of a set of Corporate Values and Behaviours to reflect the culture that we desire at SDC</p> <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>Maintaining our workplace wellbeing award from Healthy Lifestyles Gloucestershire</p>	<p>Lucy Powell</p> <p>Lucy Powell</p> <p>Lucy Powell</p> <p>Lucy Powell</p> <p>Lucy Powell</p>	1	31/03/2023
		6					Jenna Malpass	

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<u>CCR95</u>	Successful cyber attack on the Council	3	9	A3	<p>1. Education of SDC network users</p> <p>2. Protecting SDC from penetration</p> <p>3. Reducing the extent of lateral movement across the SDC IT estate should a hack occur</p> <p>4. Purchase cyber insurance to partially cover costs of any successful cyber breach</p>	6	21/02/2023
<u>CCR96</u>	Failure to deliver the canal project on time and/or to budget	3	9	A3	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.	2	28/02/2023
<u>CCR97</u>	Failure to deliver the canal project on time and/or to budget	2	4	B3	<p>All project partners and NLHF kept closely informed and ready to act in the event that any of the identified triggers materialise</p> <p>Close monitoring at Project Team and Board level of all expenditure and forecast costs to completion</p> <p>Continued effort to secure required consents and land (or options to secure land).</p> <p>Seeking additional funding from partners and through NLHF and fund-raising, for any identified funding gaps</p>	4	28/02/2023

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<u>CCR98</u>	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	3	C1	1	Rachel Brain	28/02/2023
				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	Rachel Brain	
				Effective co-ordination of SDC's own actions as a leader by example to tackle the climate and ecological emergency	Rachel Brain	
				Effective monitoring and public scrutiny and reporting of progress towards 2030 ambitions	Rachel Brain	
				Monitoring to highlight areas where further/priority action needs to be taken	Rachel Brain	