

# Risk Register

Report Level: Cross Cutting Risks

Risk Code	Risk	Lead Officer	Probability	Severity	Score	Controls with RAG Status & Control Owner	Risk Target	Date For Review	
CCR1	Failure to develop a balanced budget managing Council Priorities within available funding	Andrew Cummings	2	3	6	1. Develop a series of savings proposals and income generation opportunities to meet the targets in the MTFP	6	30/09/2023	
						Andrew Cummings			
						2. Continue to explore the development of appropriate partnerships and efficient joint ventures			Kathy O'Leary
						3. Potential to increase income through measures such as: Council Tax and fees and charges			Andrew Cummings
						4. Establish and implement a public consultation strategy			Andrew Cummings
						5. Ensure Treasury Management and Capital Strategies are aligned with targets in the MTFP			Andrew Cummings
6. Use budget monitoring to ensure that budgetary control is maintained and income targets are monitored	Andrew Cummings								
CCR2	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	4	24/05/2023	
						Owen Chandler			
						Develop Information Governance Champions			Owen Chandler
						Improved insight of iGov function through improved reporting and recording of service usage, trends and feedback.			Owen Chandler
						Improved retention policy compliance			Owen Chandler
						Improved use of automation in council retention			Owen Chandler
Up to date and accessible Training & Guidance	Owen Chandler								
CCR4	Emergency planning	Keith Gerrard	3	3	9	1. Council to identify priorities, and required resources, as part of the MTFP process	3	01/05/2023	
						Andrew Cummings			
						2. Ensure ICT hardware and software maintained at appropriate levels			Sean Ditchburn
						3. Individual service continuity plans fit for purpose and adhered to			Keith Gerrard
						4. Workforce plan to secure expertise to avoid service failures			Lucy Powell
5. Ensure data backup system fit for purpose	Adrian Blick								

						6. Adequate resources on hand to respond to emergencies - To include Strategic, Tactical and Operational Response	Andrew Cummings		
						7. Communication strategy to keep stakeholders informed of service availability	Sean Ditchburn		
CCR8	The Council is required to increase its contributions to the Gloucestershire Pension Fund above the MTFP provision.	Andrew Cummings	1	2	2	1. Ensure service redesigns or other staffing changes takes account of financial impact of changed staffing levels on pension fund contributions	Andrew Cummings		30/11/2023
						2. Ensure MTFP accurately reflects contribution likely to be required based upon current funding levels and future projections	Andrew Cummings	2	
						3. Ensure Treasury Management decisions take account of investment benefits potentially available from ad hoc payments to pension fund	Andrew Cummings		
CCR9	Statutory changes to waste legislation could mandate waste collection alterations.	Mike Towson	3	2	6	1. Monitor and manage new garden waste customer requests to maximise revenue from the service.	Mike Towson		24/04/2023
						2. Effective management of UBICO contract.	Mike Towson	2	
						3. Maximise effective use of existing resources.	Mike Towson		
						4. Keeping up to date with emerging legislative changes and good practice.	Mike Towson		
CCR10	Difficulty in recruiting and retaining staff with the right skills, values and behaviours	Lucy Powell	2	2	4	1. Adopt policies which promote staff development and retention, in line with the SDC people Strategy	Lucy Powell		30/09/2023
						2. Adoption and implementation of efficient and professional recruitment policies and practices	Lucy Powell		
						3. Purchase and implement HR software with effective recruitment modules	Lucy Powell	2	
						4. Where appropriate developing partnership arrangements with other public sector partners to share risk and build capacity	Lucy Powell		
						5. Transfer risk through outsourcing if appropriate	Lucy Powell		
						6. Review benefit package for staff, including financial and non-financial rewards measure	Andrew Cummings		
CCR18	The loss of income from recycling/incentive credits and the potential for increased costs of recycle processing.	Mike Towson	2	3	6	Effective management of the UBICO contract	Mike Towson		30/06/2023
						Keeping up to date with emerging legislative changes and good practice.	Mike Towson	3	
						MRF Contract - the value of recylates collected by the Council are determined by industry benchmarks, this may have an impact of the	Mike Towson		

						amount received (income) or the costs incurred of disposal				
						To keep lines of communication open with the County Council to maximise the lead in time for any changes to payment received		Mike Towson		
CCR20	Government white paper on levelling up results in changes to local government structure or funding	Kathy O'Leary	4	2	8	Active engagement with Gloucestershire County Council as they work towards their proposal for a County Deal		Kathy O'Leary	3	24/07/2023
						Assess impact of White Paper and work with neighbouring authorities		Kathy O'Leary		
						Medium Term Financial Planning process to include financial implications of levelling as they become known		Andrew Cummings		
CCR92	High levels of inflation impacting upon Council budgets and Service Delivery	Andrew Cummings	4	3	12	Capital Budgets must include sufficient contingency to allow for inflation and this should be incorporated within the Budget Strategy.		Andrew Cummings	4	30/09/2023
						Effective procurement of energy contracts		Alison Fisk		
						HR Policies and Advertising should include details of the wider benefits of working for SDC		Lucy Powell		
						Proactive measures to reduce energy consumption		Alison Fisk		
						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.		Andrew Cummings		
						Appropriate levels of increase on fees and charges as well as rents and Council Tax (within statutory limits) must also be incorporated.				
CCR93	Low of levels of staff wellbeing and mental health	Andrew Cummings	2	2	4	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.		Lucy Powell	1	30/09/2023
						Absence monitoring is used to track levels of mental health absences and corrective action taken where appropriate		Lucy Powell		
						An annual staff survey, supplemented by more regular wellbeing surveys, is used to understand the current priorities for staff and respond accordingly.		Lucy Powell		
						Creation and promotion of a set of Corporate Values and Behaviours to reflect the culture that we desire at SDC		Lucy Powell		

						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	Lucy Powell		
						Maintaining our workplace wellbeing award from Healthy Lifestyles Gloucestershire	Lucy Powell		
						Member development group to consider development need of Councillors	Jenna Malpass		
CCR95	Successful cyber attack on the Council	Adrian Blick	3	3	9	1. Education of SDC network users	Adrian Blick	4	30/06/2023
						2. Protecting SDC from penetration	Adrian Blick		
						3. Reducing the extent of lateral movement across the SDC IT estate should a hack occur	Adrian Blick		
						4. Purchase cyber insurance to partially cover costs of any successful cyber breach	Adrian Blick		
CCR97	Failure to deliver the canal project on time and/or to budget	Chris Mitford-Slade	2	2	4	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.	Chris Mitford-Slade	2	30/09/2023
						All project partners and NLHF kept closely informed and ready to act in the event that any of the identified triggers materialise	Chris Mitford-Slade		
						Close monitoring at Project Team and Board level of all expenditure and forecast costs to completion	Chris Mitford-Slade		
						Continued effort to secure required consents and land (or options to secure land).	Chris Mitford-Slade		
						Seeking additional funding from partners and through NLHF and fund-raising, for any identified funding gaps	Chris Mitford-Slade		
CCR98	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	Effective community and partnership governance in place to drive 2030 strategy ambitions, including a community engagement board now operating at district level and Climate Leadership Gloucestershire at county level. Environment Committee receives a report on the progress of Climate Leadership Gloucestershire.	Rachel Brain	1	30/09/2023
						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		

