







Code	Title	Description	Impact	Likelihood	Risk Score	Status	Trend	Mitigating Actions	Ownership	Comments
CI07	Meeting community expectations	Scale of community interest in the potential for neighbourhood planning/ wider engagement in the planning process and corporate capacity/ funding availability to support community aspirations in current financial climate	4	4	16			Working with members to review current approach. Strategic Planning Team developed “toolkit” to enable communities to plan for themselves with minimum support from us. Learning being captured from early experiences. Clear communications essential which need to be owned by officers/members corporately.	Group Manager – Universal Customer Services	



Code	Title	Description	Impact	Likelihood	Risk Score	Status	Trend	Mitigating Actions	Ownership	Comments
								Current capacity issues in terms of managing scale of demand and level of expectation within some communities.	Group Manager – Universal Customer Services	
								Ensuring major planning applications are determined within Government set timeframes to support the national growth agenda but also respecting community expectations. Also risk Councils will not meet Government targets for major applications.	Group Manager – Universal Customer Services	

Code	Title	Description	Impact	Likelihood	Risk Score	Status	Trend	Mitigating Actions	Ownership	Comments
CI17	Recycling of leaf sweeping - waste reclassification	Reclassification of this waste by the Environment Agency could see it become recoverable rather than recyclable material. This will reduce recycling rate by about 5% in West Devon and 1% in South Hams and reduce income by around £20,000 and £3,000 respectively. The Waste Disposal Authority expects the change to be within this financial year.	4	5	20			Financial pressure is currently being considered.	Group Manager, Commercial Services	Update. Devon County Council have directed West Devon's leaves into the county contract resulting in a loss of annual income of £20,000 from 1 April 2015. Reclassification is an on-going threat for both Councils.

# STRATEGIC RISK REPORT



# APPENDIX A

Code	Title	Description	Impact	Likelihood	Risk Score	Status	Trend	Mitigating Actions	Ownership	Comments
CI18	Changes to Business Rates	The Business Rate Retention scheme was introduced on 1 April 2013. This new scheme allows the Councils to keep a share of business rates income. The amount of income received can be adversely affected by a fall in collection rates due to economic downturn and other factors such as the bankruptcy/liquidation of large ratepayers or any sizeable rateable value reductions achieved by business rated properties in the area.	4	3	12			<p>The possible effects of such a fall of income are mitigated by the Councils membership of the Devonwide pooling scheme, which significantly reduces the risk to income volatility.</p> <p>Prudent appeals provisions have been made in both Councils' Accounts for 2013-14.</p> <p>SHDC has withdrawn from the Pooling arrangements for 2015-16 due to the risk of business rates appeals (Council October 2014).</p>	S151 Officer	Work continues to be undertaken to financially model any implications for each quarter. Budget monitoring reports to the Executive (October 14) and Resources Committee (December 14) outline the latest position.

Code	Title	Description	Impact	Likelihood	Risk Score	Status	Trend	Mitigating Actions	Ownership	Comments
CI23	Compost Protocol Changes	It is likely to become national policy that only compost that reaches the Quality Protocol can be classified as recycling. This has negative implications for both councils in terms of budget pressures. For South Hams, additional operation costs will be taken into account under the waste review.	3	4	12			Financial pressure is currently being considered.	Group Manager, Commercial Services	The impact of this chance is likely to affect us in 2015. We continue to lobby and are working closely with other devon authorities and the County Council to achieve the best outcome both operationally and financially.  A report from Eunomia (waste consultant) commissioned by Devon County Council, is helping to inform the process and a further paper will be taken to the Community Services Committee in due course.
								Devon County Council are overseeing a consultant's report on any other potential options for West Devon.	Group Manager, Commercial Services	



# STRATEGIC RISK REPORT

# APPENDIX A

Code	Title	Description	Impact	Likelihood	Risk Score	Status	Trend	Mitigating Actions	Ownership	Comments
CI25	5 Year Land Supply - South Hams	<p>Risk of speculative development without a 5 year land supply, following Riverside ruling. Housing Position Statement was agreed by Executive on 6th March 2014 and then Council on the 20th March. Following K5 appeal decision new housing position statement being prepared, indications are that SH currently has a land supply of 4.4 years.</p>	4	3	12			Council is recommended to agree that the Council has 5.1 years of housing land supply as evidenced by the Housing Position Statement.	Group Manager – Universal Customer Services	<p>Following K5 appeal decision new housing position statement being prepared, indications are that SH currently has a land supply of 4.4 years</p>
								Pro-active action to facilitate progress at Sherford	Executive Directors	





**STRATEGIC RISK REPORT**

**APPENDIX A**

Code	Title	Description	Impact	Likelihood	Risk Score	Status	Trend	Mitigating Actions	Ownership	Comments
CI29	Implementation of the South Hams Waste Review	The postponed changes to the 14/15 waste review will be implemented in Autumn 2015 to coincide with the new fleet introduction and intended round changes as part of the T18 programme. The operational reasons for holding this piece of work may impact on the delivery of the full saving for 15/16 however it is anticipated that this can be mitigated by the increased efficiencies being achieved through the round reviews.	3	3	9			Ensure that the round review and review implementation programme is managed through the T18 transition process and that these are in place for Autumn 2015.	Group Manager, Commercial Services	

# STRATEGIC RISK REPORT



# APPENDIX A

Code	Title	Description	Impact	Likelihood	Risk Score	Status	Trend	Mitigating Actions	Ownership	Comments
FA03	Future major asset and service pressures	Major future cost pressures, particularly in terms of future Repairs and Maintenance. Key areas to address include leisure assets, operational bases and employment estates. Capacity issues to address major cost pressures.	4	3	12			Improved corporate focus on strategic asset management and a key element of the Transformation Programme. Regular meetings of the Asset Management Group.	Head of A	Developed the Transformation Plan (T18)
FA04	Robustness of medium term financial strategy and service blue-prints	Not achieving financial savings as anticipated. External change to the national economic environment which may	4	3	12			Corporate engagement in the development of the medium term financial strategy in the context of the Transformation Programme.	Strategic Management Team	Developed the Transformation Plan (T18) with savings of £3.37 million for SHDC (£5 million combined saving with WDBC).





# STRATEGIC RISK REPORT



# APPENDIX A



Code	Title	Description	Impact	Likelihood	Risk Score	Status	Trend	Mitigating Actions	Ownership	Comments
		impact on our funding expectations. Implications of changes to the funding of local government through locally collected Business Rates and Revenue Support Grant. Achieving anticipated income targets in the current financial climate.						<p>Latest budget reports presented to both Councils in December 2014.</p> <p>Robust horizon scanning to monitor changes in Government policy.</p> <p>Monitoring of corporate income streams and revenue budgets.</p> <p>Working Group established to explore further income generation. Reports to Members in 2014.</p>	<p>S151 Officer</p> <p>Executive Directors</p> <p>S151 Officer</p> <p>Head of EH&amp;H; Head of A; Head of ES</p>	Transformation Challenge Award funding of £700,000 has been awarded from the Government to T18.
FA06	Funding of future capital programme	Availability of capital resources and options of using funding streams, such as New Homes Bonus	4	4	16			<p>Review of potential opportunities to support further capital programme.</p> <p>One of the objectives of the Strategic Asset Review Transformation</p>	<p>New management team</p> <p>Head of A; S151 Officer Executive</p>	Developed Transformation Plan (T18). Strategic Asset Reviews undertaken in 2013.



# STRATEGIC RISK REPORT



# APPENDIX A

Code	Title	Description	Impact	Likelihood	Risk Score	Status	Trend	Mitigating Actions	Ownership	Comments
								<p>Project is to identify opportunities for the disposal of assets and the generation of capital receipts.</p> <p>Disposals will be progressed in line with the Disposal Programme of Works which was presented to the Executive in SHDC in July 2013 and the Resources Committee in WDBC in December 2013.</p>	Directors	Three year Capital Programme for 2015/16 to 2017/18 presented to Executive on 11 December 2014 setting out Capital Projects and how they will be financed.
MT02	Project delivery	Failure to deliver projects on time and within budgets	4	3	12			<p>Monitoring the corporate project and the Transformation Programme.</p> <p>Refreshed service blue-prints ensuring that risks are identified and appropriate</p>	<p>Executive Directors</p> <p>New Management Team</p>	Developed Transformation Plan (T18)

Code	Title	Description	Impact	Likelihood	Risk Score	Status	Trend	Mitigating Actions	Ownership	Comments
								mitigating/ management actions taken.		
								In response to long term financial constraints and capacity pressures, Connect Strategy and Transformation Programme have been reviewed.	Executive Directors	
MT04	Reduction in customer satisfaction and/or drop in service standards	Scale of change may result in disruption/ reduction in service levels. Loss of Member and/or public support/ confidence in changes	5	2	10			Locally relevant PIs developed and acknowledged need for greater corporate focus on performance management.	Strategic Management Team	Action to improve determination speed of major applications in view of recent Government announcements.
								Regular monitoring of service standards, delivery plans and transformation programme at both management and senior member level	Executive Directors	
								External and internal communication included within the Transformation	Executive Directors	



Code	Title	Description	Impact	Likelihood	Risk Score	Status	Trend	Mitigating Actions	Ownership	Comments
								<p>Programme. Members and customers advised of service delivery issues that occur during change.</p> <p>Monitoring and learning from complaints, ombudsmen outcomes and legal challenges.</p> <p>Specific mitigation measures to address individual service standards/ performance concerns.</p>	Executive Directors	
MT05	Failure to realise benefits from change programmes	Transformation Programme or its constituent projects fail to deliver the projected benefits	5	2	10			Benefits have been identified in transformation programme and benefit realisation recorded and monitored. Risks associated with failure of any project within the programme	Executive Directors	Developed Transformation Plan (T18)

Code	Title	Description	Impact	Likelihood	Risk Score	Status	Trend	Mitigating Actions	Ownership	Comments
								will be mitigated as part of the corporate project management approach.		
								Learn from best practice in other shared service authorities and Councils undertaking transformational change	Executive Directors	
								Project risks and issues identified and monitored through governance arrangements.	Executive Directors	
								2015 Transformation Programme was formally closed in September 2013	Executive Directors	
MT07	Management capacity	In the context of reduced management capacity as a response to financial pressures.	4	4	16			Executive Director Model introduced in 2014.	Executive Directors	Commissioned external support for key projects and service activities.

Code	Title	Description	Impact	Likelihood	Risk Score	Status	Trend	Mitigating Actions	Ownership	Comments
ST01	Officer Capacity to deliver Programmes and projects	Officer capacity to implement the Connect Strategy and associated delivery plans, and the T18 Transformation Programme, in tandem with service-based policy development, project delivery and day-to-day delivery (service blueprints). Possible on-going reduction in capacity in response to budget pressure, at the same time as customer and community expectation increases.	5	4	20			Developed Transformation Programme and simplified connect strategy arrangements.	Executive Directors	Commissioned external support for key projects and service activities
								Refreshed service based 'blue prints' to align service activity with corporate activity.	Strategic Management Team	
								Short-term injection of resources to address capacity concerns, where needed.	Executive Directors	
								In the context of financial pressures, SMT have introduced a presumption against filling vacant posts until assessed against risk management criteria that justifies expenditure.	Executive Directors	

# STRATEGIC RISK REPORT

# APPENDIX A

Code	Title	Description	Impact	Likelihood	Risk Score	Status	Trend	Mitigating Actions	Ownership	Comments
ST02	Loss of Staff Morale	Loss of staff morale, and inadequate resources for training and re-skilling in an ongoing period of change. Failure to engage staff resulting in uncertainty regarding changes in working practices and job security. Particular risk in relation to future terms and conditions. Cost and time of retraining/up-skilling staff. Unrealistic expectations in relation to staffing capacity.	4	4	16			Review and regularly monitor staff communication arrangements. Ongoing negotiations with the Union on T18.	Executive Directors	Developed Transformation Plan (T18)
								Address training and development needs through the appraisal process and ongoing mentoring.	Strategic Management Team	
								Comprehensive staff development programme implemented.	Strategic Management Team	
								Prioritise addressing morale issues.	Executive Directors	
		In view of long term financial challenge, there is significant organisational change to address external pressures						Strategic Management Team		