

## **STRATEGIC RISKS 2020-21**

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Wards Affected: All  
Key Decision: No  
Report to: Cabinet  
Date of Meeting: 16<sup>th</sup> March 2020

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### **Purpose of Report**

1. The purpose of this report is to consider the Council's key strategic risks for 2020-21 and the plans that have been developed for the mitigation and management of those risks.

### **Summary**

2. Officers have identified two significant strategic risks for the Council in 2020-21. The risks have been assessed using the Council's Strategic Risk Management Policy which considers the likelihood of occurrence, and the level of impact on the organisation and/or the district should they occur. The small number of identified risks reflects the successful and careful management of risk that has taken place over recent years.
3. It is good practice that the Council's Strategic Risk Management Policy is reviewed on an annual basis. A copy of the current policy can be found at Appendix A.

### **Recommendations**

4. That Cabinet:
  - (i) Agrees the MSDC Strategic Risk Management Policy, as set out at Appendix A; and
  - (ii) Agrees the strategic risks for 2020-21 and management plans set out at appendices B and C.

### **Background**

5. Council approved the Corporate Plan and Budget for 2020-21 on 4<sup>th</sup> March 2020. This Plan is the outcome of a robust service and financial planning process. As with all plans it is, however, based on best known assumptions at the time. If these assumptions prove inaccurate because circumstances change during the year, there could be a potential impact on the Council's ability to fully deliver its plans during the year or to be able to do so within budget. It is therefore prudent that the Council identifies what significant factors or events might occur and to ensure it has in place appropriate arrangements for mitigating 'strategic risks'.

## **2020-21 Strategic Risk Profile**

6. Consideration has been given to potential risks across the full range of activities considering financial, legal, reputational, partnership and other strategic impacts. Two key strategic risks have been assessed as sufficiently significant that Cabinet may want to record them on the risk profile. Two of the three risks from 2019-20 have been merged due to the overlapping nature of their impacts and the existing and proposed mitigation measures and one of the risks, that related to the threat of a No Deal Brexit, has been recommended for removal from the Strategic Risk Register in 2020-21; albeit any impacts of Brexit which may emerge during and beyond the transition period will continue to be anticipated and reviewed through operational level risk management processes and normal business continuity planning. Subject to Cabinet's views, these strategic risks will require specific arrangements to manage them. Suggested management plans for each of these are the focus of this report. The proposed Strategic Risk Profile for 2020-21 is set out as Appendix B.
7. The two proposed strategic risks for 2020-21 are:
  - Risk 1 - Capacity of West Sussex County Council to support Mid Sussex District Council's ambitions
  - Risk 2 – Impact of Fair Funding Review
8. Fuller descriptions of each risk, together with the mitigating actions that are being undertaken to address them, and the relevant contingency plans should those risks materialise, are set out at Appendix B. Risk Management through 2019/20
9. In order to ensure the on-going management of risks through the year, all committee reports contain a risk management section which highlights any associated strategic risks with the subject under examination in that report, and how these risks are being managed. Where reports are dealing with identified key strategic risk areas, the report will provide an update on the management of that risk and note any significant changes in likelihood or impact which may warrant a re-rating of the risk.
10. The individual risk assessments set out at Appendix B indicate what the main reporting mechanisms are for each of the risks over the coming year. It is the responsibility of the relevant Cabinet Portfolio Holder and Head of Service to regularly monitor each strategic risk throughout the year.

## **Strategic Risk Management Policy**

11. In December 2006, Cabinet adopted a Strategic Risk Management Policy. This is reviewed on an annual basis to ensure it remains fit for purpose. The Policy is set out at Appendix C for Cabinet's consideration.

## **Policy Context**

12. The Council has a robust and effective approach to strategic risk management. Strategic Risk Management is an important aspect of every organisation's service and budget processes and the achievement of its corporate priorities. Its application cannot fully insulate the Council from the impact of unexpected external events but it will ensure the Council is best placed to respond if such events occur.

## **Financial Implications**

13. There are no financial implications directly arising from this report.

## **Risk Management Implications**

14. There are no other strategic risk implications aside from those set out in the report. It should, however, be noted that operational risk matters, such as specific business continuity issues, are handled separately through the Council's Corporate Safety and Risk Management Group.

## **Equalities Implications**

15. Effective management of risks is essential to protect those who are more vulnerable. Where appropriate, Equality Impact Assessments are undertaken where service or policy changes are taking place.

## **Background Papers**

None.

## Strategic Risk Management Policy - Mid Sussex District Council

### 1. Purpose

This is the Mid Sussex District Council Strategic Risk Management Policy last approved by Cabinet in April 2019. It sets out the Council's approach to Strategic Risk Management.

### 2. Definition

Strategic Risk Management is the way that the Council responds to uncertainty in the external environment. It allows the Council to:

- Identify key strategic risks in the context of the Corporate Plan's objectives.
- Assess risks to determine the potential likelihood and impact of each risk.
- Determine the response that should be made to each risk.
- Develop the necessary actions, controls and processes to implement the chosen response to each risk.
- Communicate its approach to risk management and the results of risk management activity.
- Deal with each risk – either avoid, reduce, share or accept it.

Please Note: In addition to its strategic risk management, the Council has a well-established approach to operational risk management and the principles and tools used to manage this are set out in a more detailed operational risk management strategy.

### 3. Risk Culture

A strong business wide risk culture is an important aspect of strong corporate governance. Risk Culture is the shared values, attitudes and practices that characterise how the Council considers risk on a day to day basis. The Risk Culture has developed at the Council over recent years so that as an organisation it is less risk averse.

Our experience since 2004 has been that this improved risk culture has been influenced by the following factors:

- Awareness of risks faced by the Council
- Understanding of the business and the relevance of risk
- Clear ownership of risks
- Clearly defined responsibilities for risk management activity
- Effective monitoring and reporting of the effectiveness of risk Whilst the Council is not risk averse, the principles contained within this policy ensure that the Council strikes the right balance in its approach to strategic risk management.

### 4. Responsibility

Cabinet is the body responsible for the Council's strategic risk management. Cabinet will approve the Council's strategic risks on an annual basis. Cabinet members will work with Heads of Service regarding the progress in managing risks that fall within their portfolio. In addition Cabinet will:

- Provide overall direction on strategic risk management.
- Promote a positive risk culture throughout the organisation including promoting its importance to other Members.
- Hold an annual workshop to agree the strategic risks for the following 12 months.
- Approve an annual Strategic Risk Profile.

The Cabinet Member for Finance and Service Delivery is recognised as the Member Risk Champion and works with the Officer Risk Champion to embed risk management into the organisation. Management Team Management Team is responsible for ensuring the Council's strategic risks are actively managed through the year. It will use its weekly meetings to monitor progress across all the risks and where it is found a risk has raised up the risk profile, a report will be submitted to Cabinet.

In addition, Management Team has the following responsibilities:

- Implementing the strategic risk management policy.
- Reviewing the management of strategic risk.
- Monitoring the effectiveness of the controls developed to implement the chosen risk response.
- Integrating risk management into the service and budget planning process.
- Promoting a robust and proactive risk culture throughout the organisation.
- Ensuring that appropriate training is put in place for appropriate officers and that it is reflected in the Member Development programme.

The Assistant Chief Executive is recognised as the Officer Risk Champion and works with the Member Risk Champion to embed risk management into the organisation.

#### 5. Reporting Framework Report Frequency Responsible Considered By

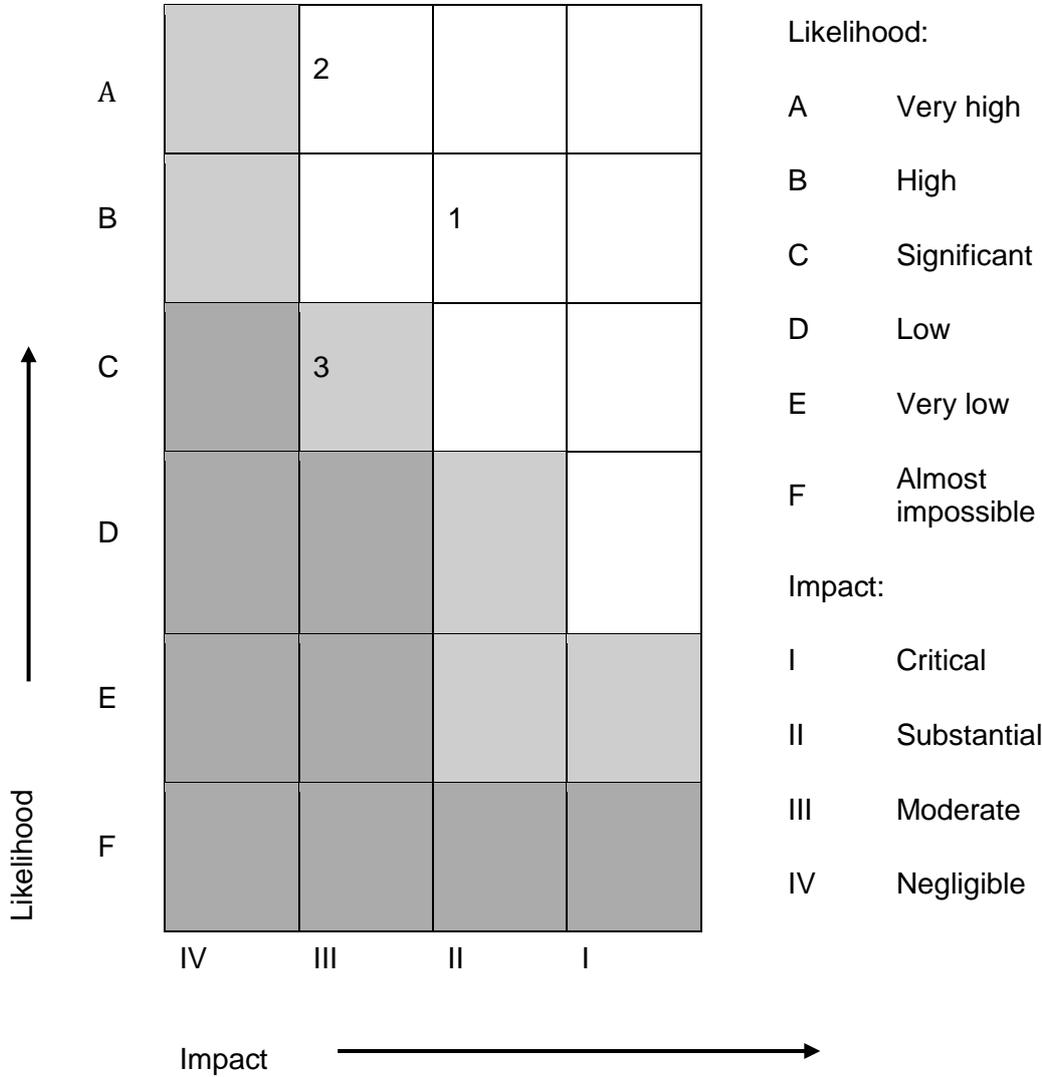
- Risk Profile Annual Cabinet/Management Team Cabinet
- Management of Strategic Risks
- Monthly Management Team Management Team
- Review of Individual Risk Management
- As required Designated Lead Head of Service for each risk
- Designated Committee

#### 6. Review

This Policy will be reviewed on an annual basis by Cabinet.

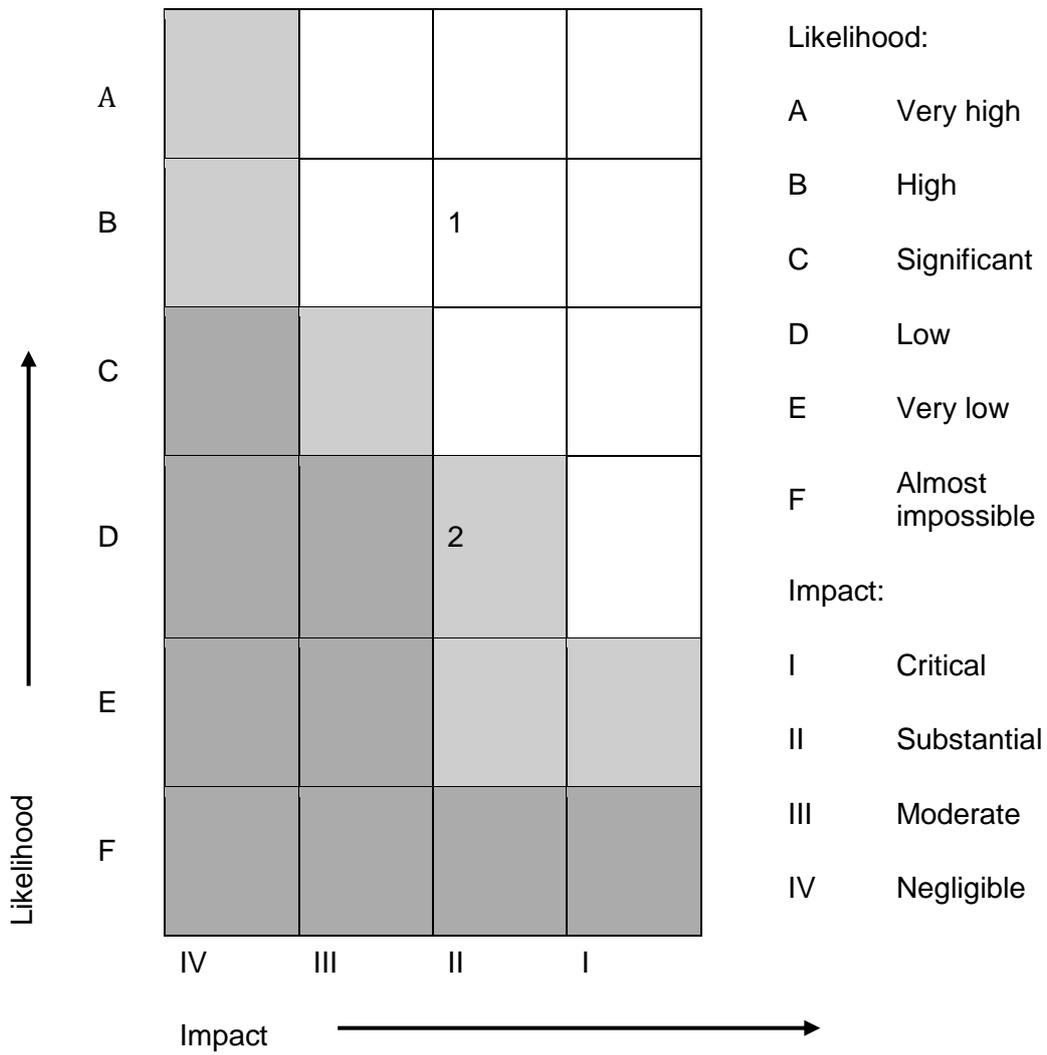
# MSDC STRATEGIC RISK PROFILE

Current Risk Matrix 2019-20



<b>Risk No.</b>	<b>Description of the Potential Strategic Risk / Vulnerability</b>	<b>Responsible Portfolio holder</b>	<b>Responsible Officer</b>
1	Capacity of West Sussex County Council to support Mid Sussex District Council's ambitions	Cllrs Jonathan Ash Edwards and Andrew MacNaughton	Judy Holmes
2	West Sussex County Council budget cuts – housing related support, recycling credits and support services for vulnerable children & families	Cllrs Jonathan Ash Edwards, Andrew MacNaughton and Norman Webster	Judy Holmes Peter Stuart
3	Threat of No Deal Brexit	Cllr Jonathan Ash Edwards	Peter Stuart

Proposed Risk Matrix 2020-21



<b>Risk No.</b>	<b>Description of the Potential Strategic Risk / Vulnerability</b>	<b>Responsible Portfolio holder</b>	<b>Responsible Officer</b>
1	Capacity of West Sussex County Council to support Mid Sussex District Council's ambitions	Cllrs Jonathan Ash Edwards and Andrew MacNaughton	Judy Holmes
2	Fair Funding Review		Peter Stuart

## Strategic Risks 2020-21 - Proposed Risk Management Plan

### Risk 1 - Capacity of West Sussex County Council to support MSDC's ambitions

#### Description of Risk:

West Sussex County Council (WSSC) is a key partner in progressing some of the Council's key projects. The Council is reliant on WSSC specialist advice and delivery of infrastructure requirements in delivering the growth programme at Burgess Hill. WSSC are also key to the successful delivery of a food waste pilot in 3000 homes in Mid Sussex and of Full Fibre across the District.

Following Government inspections of some key WSSC services which identified significant failings, in late 2019 WSSC entered into an innovative new arrangement with East Sussex County Council (ESCC) as its formal improvement partner. The Chief Executive of ESCC is now the joint Chief Executive of both Councils and Cllr Keith Glazier, Leader of ESCC, is working closely with Cllr Paul Marshall, the new Leader of WSSC. There is also close working between senior officers of both Councils and effectively a new Management Team in place. An improvement plan for WSSC is being developed. Hampshire County Council is providing additional support to WSSC's children's social care.

The improvement partnership will bring benefits and start to mitigate some of the risks previously highlighted by MSDC. The partnership is, however, still in its infancy so some of the benefits are yet to be realised.

#### Burgess Hill Growth Programme

The Burgess Hill programme is the largest Strategic Growth Programme in the sub region. As such it enjoys national recognition which increases both delivery expectations and the reputational risks. The Growth Programme comprises:

- The Northern Arc – a development of 3,500 homes plus three distinct neighbourhood centres, two primary and one secondary school, outdoor sports and leisure provision, and new employment space
- Town Centre redevelopment
- The Brow redevelopment
- The Science and Technology Park
- The Hub, a 15 hectare employment space
- The Place and Connectivity Programme

Homes England has recognised the regional and national importance of the programme by making the largest intervention anywhere in the country by acquiring all of the land parcels that make up the 188 hectare Northern Arc site. Homes England have also committed to investing some £162m in strategic infrastructure for the Northern Arc which will be recovered through developer contributions. Taken together these interventions bring certainty and pace to the programme.

In addition to that intervention, MSDC has successfully secured from Homes England:

- £14 million forward funding for site remediation works at Fairbridge Way

- £6.5 million from the Housing Infrastructure Fund (HIF) to fund odour remediation at Goddards Green Waste Water Treatment works to unlock land for 256 homes and to accelerate the delivery of the whole programme.

MSDC has also successfully secured £31.9m funding from the LEP to support the Burgess Hill Strategic Growth Programme. This is made up of:

- £4 million to match fund the odour remediation at Goddards Green Waste Water Treatment works
- £10.9 million to support the Place and Connectivity Programme for Burgess Hill
- £17 million to support improvements to the A2300 corridor.

MSDC is reliant on WSCC to utilise this funding to deliver the supporting infrastructure for the Northern Arc.

The key risks associated with the Strategic Growth Programme are summarised below.

#### **Northern Arc:**

- In October 2019 outline planning permission was granted for 3040 homes, and in December 2019 the reserved matters application for the 460 homes at Freeks Farm was agreed.
- Homes England have also committed to investing some £162m in strategic infrastructure for the Northern Arc which will be recovered through developer contributions.
- Provision of 3,500 homes and associated infrastructure is not only crucial to the vitality of the area but is a key component of the Council's District Plan.
- Failure to deliver the housing would put pressure on other areas of Mid Sussex to make up the housing shortfall.
- Delivery of the housing without the necessary infrastructure at the right time would result in an unsustainable development, increase pressure on the local infrastructure, particularly the road network, and significantly damage the reputation of the Council and the appetite of the community to accept future growth plans.
- Failure to deliver the associated infrastructure such as the schools and road improvements will place unsustainable pressure on existing infrastructure.

#### **Town centre redevelopment**

- Failure to deliver the redevelopment will result in the loss of private investment into the town centre and would be a missed opportunity to significantly improve the vitality and viability of the town centre. Delivery of the town centre without improvements in transport infrastructure is likely to impact the levels of footfall required to make the new town centre a success.

#### **Redevelopment of The Brow / St Wilfrid's School site**

- Consultants (Faithful and Gould) are currently undertaking master planning and viability work funded by a successful £75,000 One Public Estate (OPE) bid.

- Failure to deliver public sector partners' aspirations will result in a lost opportunity to provide a community hub which would include provision for health, police and ambulance services and the loss of an opportunity to develop up to 440 new homes.

### **Science Park**

- Failure to deliver this would present a lost opportunity to create a unique new employment space which could attract high value knowledge-based industries including life sciences and bio tech, with an estimated gross value added to the economy of £350 million. The location of such a park within Mid Sussex would help attract other similar technology-led businesses to the district and ultimately result in a closer match between the highly skilled workforce in Mid Sussex and the workplace opportunities, improving opportunities for high GVA jobs for residents and therefore helping reduce the extent of out-commuting.

### **A2300 corridor improvements**

- The Full Business Case to access the £16.95m Local Growth Fund (LGF) funding has been agreed although delayed by the Secretary of State.
- Officers are working closely with contractors (Jackson Civil Engineering) to ensure that momentum is maintained with those parts of the project that can be progressed ahead of funding, therefore, expect that the short delay will be absorbed within the overall project schedule.
- Construction is expected to start in Spring 2020, and all LGF-funded work needs to be completed by March 2021.
- Failure to deliver the project to schedule could result in loss of LGF funding and subsequent inability to deliver the planned improvements. This would result in the A2300 not being upgraded to a dual carriageway with the resultant impact of the road's capacity to accommodate the increased traffic arising from the Northern Arc and Burgess Hill employment sites. It would also mean that the sustainable transport links along the A2300 providing pedestrian cyclist links to the wider Place and Connectivity Programme would also not be delivered.
- The development of the 48 hectare Science and Technology Park is also dependent on the A2300 corridor improvements, which in turn would be put at risk of the A2300 improvements are not delivered to schedule.
- Loss of the LGF funding due to delayed delivery would also bring with it a reputational risk for the Council and the Burgess Hill Growth Programme, which could have a wider impact on the Council's ability to attract future Government funding and investment for the programme.

### **The Place and Connectivity Programme**

- Underspend of LGF funding caused by delays to Programme Delivery will impact on year end spend profile and conformance with March 2021 deadline. The key impact will be possible reputational damage to the Burgess Hill Programme and to MSDC and WSCC.
- There will be a lost opportunity to achieve modal shift and improve the public realm in Burgess Hill.

**1-2-3 Collection Trial**

- The 1-2-3 collection trial is fully funded by West Sussex County Council who have also employed a project team to enable the Council to alter the rubbish and recycling collection service at 3,000 homes in the District. The trial comprises:
  - 1: Weekly food waste collections;
  - 2: Fortnightly collections of (comingled) recycling;
  - 3: Collections of rubbish every three weeks.
- Ineffective support from the Project Team will put the communications with trial participants at risk; potentially leading to a poor perception of the services provided by the Council and affect the potential roll-out of these services more widely.
- In addition to supporting the trial, West Sussex County Council are responsible for sourcing a suitable disposal outlet for the food waste collected. Failure to procure an outlet would mean food waste collected as part of the trial may not be immediately recycled.

**Full Fibre**

- Failure to deliver the fibre programme comprising the combined Burgess Hill Fibre Exchange and the North South Fibre Project (CFCP). This includes meeting the key decision timeline to enable funding time limits to be met and agreeing the route to commercialising the asset to benefit local firms and alternative network providers.

**Assessment of Risk:**

Likelihood: High (B)

Impact: Substantial (II)

**Consequences if Risk Occurs:**

In 2020-21;

- (a) If not well managed the challenges facing WSCC could have implications for this Council's growth ambitions. These implications include:
- Reputational impact with local residents and Town and Parish Councils;
  - Reputational impact with external funders, in particular the Local Enterprise Partnership, Homes England, and the Ministry of Housing, Community, and Local Government (MHCLG) resulting in a loss of confidence, putting future funding in jeopardy.
  - An impact of the Council's ability to deliver timely, good quality advice on planning applications, negotiations with developers for infrastructure such as schools, highways and sustainable transport.
  - Existing strong relationships may be significantly and negatively affected.

<ul style="list-style-type: none"> <li>• Future and new joint working may be under threat which may stifle innovative joint working, for example projects may be delayed or not progressed.</li> <li>• The timely delivery of key projects may be impacted, undermining political and local support and ultimately delaying the delivery of much needed housing and supporting infrastructure.</li> <li>• Inability to successfully roll out food waste collections across the District, which will significantly impact on the Council being able to deliver a sustainable waste service and increase recycling.</li> <li>• Loss of funding for fibre projects and no economic stimulus for local companies.</li> </ul> <p>(b) In future years there could be an impact on opportunities for the Council to work in partnership with WSCC to provide sustainable planned growth. Specific possible impacts include:</p> <ul style="list-style-type: none"> <li>• Loss of an appetite to increase recycling and provide a more sustainable waste service.</li> <li>• Loss of transport infrastructure improvements</li> <li>• Loss of housing or housing in less sustainable locations.</li> <li>• Loss of high value employment opportunities.</li> <li>• Loss of community provision, particularly education.</li> </ul>
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#### **ACTION PLAN**

<b>PREVENTION</b>	<b>MITIGATION</b>
<p>What we currently do to reduce likelihood of risk occurring during 2020-21:</p> <ul style="list-style-type: none"> <li>• Established close working relationships with the new improvement team and developers.</li> <li>• Continued operation of the robust governance arrangements.</li> <li>• Maintaining close working relationships with Homes England as the principal landowner and developer for the Northern Arc.</li> <li>• Maintaining close working relationships with NewRiver REIT as the principal landowner and developer of the Burgess Hill Town Centre regeneration scheme.</li> <li>• Establishing a governance framework to support delivery of the food waste pilot.</li> </ul>	<p>What we currently do to reduce the negative consequences if the risk does occur during 2020-21:</p> <ul style="list-style-type: none"> <li>• Establish robust governance arrangements to support the 123 Initiative.</li> <li>• Officers are working to locate key members of the Project Team at Haywards Heath.</li> <li>• Ensure the governance arrangements to deliver the food waste pilot are effective, adjust and amend where appropriate.</li> <li>• Earlier identification of issues through the refreshed governance and management arrangements.</li> <li>• Keep relationships, partnerships and arrangements under constant review.</li> </ul>

<ul style="list-style-type: none"> <li>• Monitor the County Council's financial position.</li> <li>• Build, utilise and strengthen existing good working relationships with County Council colleagues at all levels including with the new improvement team, Chief Executive and her new Senior Management Team. This Council's Chief Executive meets regularly with the joint Chief Executive.</li> <li>• Continue to support and promote partnership working with the County Council to protect existing and new projects and initiatives.</li> <li>• Build strong political relationships between senior members at the County and District Councillors.</li> </ul>	<ul style="list-style-type: none"> <li>• Be vigilant and alert to all risks and share intelligence, using the governance frameworks to identify, escalate, and develop responses to any significant risks.</li> <li>• Hold regular meetings with stakeholders to ensure a detailed understanding of positions and any fall back options they may have.</li> <li>• An agreed "District Deal" in respect of the Burgess Hill Growth Programme, confirming both Councils' commitment to the planned growth.</li> <li>• Be alert to the risks at all levels of the Council and share intelligence with Management Team.</li> <li>• The senior management teams from both the Councils meet regularly to build and nurture working relationships, through the Governance framework.</li> <li>• Use established contacts at the County Council to deal with issues early.</li> <li>• Use West Sussex Chief Executives group to raise issues of concern.</li> </ul>
<p>What else are we going to do in 2020-21?</p> <ul style="list-style-type: none"> <li>• Continue to seek opportunities to secure funding from external bodies, including the Local Growth Fund (LGF) and Housing Infrastructure Fund (HIF) to forward fund critical infrastructure to unblock development where appropriate.</li> <li>• Highlight emergent issues as soon as they begin to arise.</li> <li>• Implement a coherent communications strategy to ensure all partners are fully engaged.</li> <li>• Identify learning from other complex projects delivered by local authorities through partnership working.</li> </ul>	<p>What else are we going to do in 2020-21?</p> <ul style="list-style-type: none"> <li>• Use the governance arrangements and project management processes to highlight risks, escalate where appropriate, and identify mitigating actions.</li> <li>• Use regular meetings with the joint Chief Executive at the County Council and relevant Councillors to discuss the risks and identify and agree mitigating actions.</li> <li>• Seek to influence key senior WSCC officers and Councillors to ensure WSCC supports delivery of the planned growth working is maintained.</li> </ul>

	<ul style="list-style-type: none"> <li>• Where necessary, directly commission work.</li> </ul>
<p><b>How and when will the risk be reviewed during 2020-21?</b></p> <ul style="list-style-type: none"> <li>• Continually develop good working relationships with new WSCC Senior Management Team.</li> <li>• Encourage sharing intelligence at all levels of the Council with Management Team.</li> <li>• Maintain regular meetings with senior colleagues (including Councillors) at the County Council.</li> </ul>	
<p><b>Responsibility for the risk</b></p> <p>Cabinet Members: Councillors Llewellyn-Burke, Belsey and MacNaughton  Management Team Member: Judy Holmes</p>	
<p><b>Date of Assessment:</b> 19<sup>th</sup> February 2020</p>	

<p><b>Risk 2 – Impact of Fair Funding Review</b></p>
<p><b>Description of Risk:</b></p> <p>Central government funding of local authorities is still via both Revenue Support Grant and redistributed business rates. While there have been a couple of false starts arising from political difficulties over the last few years, next year (2020/21) should see the funding system being replaced with something simpler, to take effect from April 2021.</p> <p>Consultations and discussion with the sector have shown that this reform is not going to be easy to implement – the only area of agreement is that there is no one right answer to suit all local authorities. At its heart the review asks the question ‘what factors should influence the amount of central support each local authority receives to help finance its annual activities?’</p> <p>The answer to the question can be framed as a dichotomy across various factors – simplicity vs accuracy, rurality vs density, need vs desire but can also be seen as a way to significantly alter the balance of funding both geographically (i.e. across the country, perhaps north vs south) and hierarchically (upper tier vs lower tier).</p> <p>Mid Sussex as a relatively prosperous, rural shire district would not score well were resources to be redirected to upper tier authorities with adult and children’s services, or to those where deprivation or population density were the key drivers to funding.</p> <p>We are therefore prudently recasting our Medium Term Financial Plan to show a funding reduction in 2021/22 of £853k. The actual figure may of course be higher or lower.</p> <p>We see this manifesting in a reduction in our Rates Retention Baseline, given our Revenue Support Grant is already zero.</p> <p>There is a further possibility that the extent of financial upheaval is enough to generate the desire or need for structural reform across the sector – whether that be via devolution or wider reorganisation. This will be monitored carefully and responded to appropriately.</p>
<p><b>Assessment of Risk:</b></p> <p>Likelihood: Low (D)</p> <p>Impact: Substantial (II)</p>
<p><b>Consequences if Risk Occurs</b></p> <p>In 2020/21:</p> <p>The impact of the loss would not be felt in this year but planning to either increase income or reduce expenditure can be expected to take some staff and financial resource within the year.</p> <p>In future years:</p> <p>The choice is stark; we either have to reduce net expenditure across the business units or increase income in order to balance the budget.</p>

<b>ACTION PLAN</b>	
<b>PREVENTION</b>	<b>MITIGATION</b>
<p>What we currently do to reduce likelihood of risk occurring during 2020/21:</p> <ul style="list-style-type: none"> <li>We are not in control of this risk but are contributing to consultations that may affect the implementation of the review.</li> </ul>	<p>What we currently do to reduce the negative consequences if the risk does occur during 2020/21:</p> <ul style="list-style-type: none"> <li>The risk will not manifest in this year but we can start planning for its emergence in the following year.</li> </ul>
<p>What else are we going to do in 2020/21?</p> <ul style="list-style-type: none"> <li>The main thing is to plan a response to the possible financial effect(s). This will mean adopting a strategy to either increase income via service price rises or commercialisation, or reduce expenditure on services.</li> </ul>	<p>What else are we going to do in 2020/21?</p> <ul style="list-style-type: none"> <li>Once a strategy is adopted a series of actions will be needed, with accompanying comms and political buy-in.</li> </ul>
<p><b>How and when will the risk be reviewed during 2020/21:</b></p> <p>Progress against the action plan will be reviewed via the MSDC Management Team and at internal 'Bridging the Gap' meetings.</p>	
<p><b>Responsibility for the risk:</b></p> <p>Cabinet Member: Councillor Judy Llewellyn Burke</p> <p>Management Team Member: Peter Stuart</p>	
<p><b>Date of Assessment:</b> 17<sup>th</sup> February 2020</p>	