

**PEOPLE & COMMUNITIES RISK REGISTER**

**To:** Communities & Partnership Committee

**Meeting Date:** 10 October 2019

**From:** Service Director, Community & Safety: Adrian Chapman

**Electoral division(s):** All

**Forward Plan ref:** N/A                      **Key decision:** No

**Purpose:** To provide an update of the current People and Communities Risk Register

**Recommendation:** The Committee is asked to:

**Note and comment on the People & Communities risk register.**

<b><i>Officer contact:</i></b>		<b><i>Member contacts:</i></b>	
Name:	Denise Revens	Names:	Cllr Criswell
Post:	P&C Governance Manager	Post:	Chair of Communities & Partnerships Committee
Email:	<a href="mailto:Denise.revens@cambridgeshire.gov.uk">Denise.revens@cambridgeshire.gov.uk</a>	Email:	<a href="mailto:Steve.criswell@cambridgeshire.gov.uk">Steve.criswell@cambridgeshire.gov.uk</a>
Tel:	01223 699692	Tel:	01223 706398

## 1. BACKGROUND

- 1.1 Cambridgeshire County Council have a corporate risk register and this is reported to the Audit and Accounts Committee as part of its Performance report and reviewed annually at the General Purposes Committee.
- 1.2 In addition to the Corporate Risk Register, the People and Communities Directorate have their own risk register which highlights the key strategic risks across People and Communities and links to the corporate risk register. The Committee received a report in July and subsequently requested for a further update in October.
- 1.3 As a County Council, the Risk Appetite for all risks has been set at 16 (4 Likelihood / 4 Consequence), this will indicate that any risk at this level or above will need to be reassessed in terms of its tolerance level and any additional mitigating actions could be introduced to further minimise the risk. In some cases, the risk may need to remain for a short-period of time until the mitigating actions take effect.

## 2. MAIN ISSUES

- 2.1 The People and Communities Directorate Risk Register contains the main strategic risks from across the whole Directorate which are reported to each of the relevant Committee's (Children and Young People, Adults, and Communities & Partnership) on an annual basis and can be seen in **Appendix 1**. The 'Cultural and Community Services' risks have also now been incorporated into the main P&C Risk Register.
- 2.2 The Risk Register is reviewed on a 6-weekly basis by People & Communities Senior Management and discussed bi-monthly at their Management Team meetings. The last report included a number of high-rated risks due to the number of changes and new initiatives being introduced at that time (June 2019), particularly in Children's and Adults services. These have been reassessed as per the process set out above and there are a number of changes to the risks:

No	Risk	Details
1.	Children & Young People do not reach their potential (educational attainment)	The Council have put in good governance around the School Improvement strategies and action plans, checking progress and challenging performance
2.	Failure of information and data systems, particularly with the implementation of MOSAIC in Adults and Liquid Logic in Children's	There is a separate risk surrounding MOSAIC (No:11)  Additional controls have been added to take into account the new Liquid Logic system in Children's
3.	Failure of the Council's arrangements for safeguarding vulnerable children and adults	Additional changes in Children's have now been effected (i.e. a restructure of Senior Team), which includes greater capacity for implementation of Family Safeguarding. The risk has reduced to take this into account.
4.	NEW RISK: Failure to adequately deliver the	There is an additional risk which is linked to MOSAIC, stating that the Financial Assessment Team (currently outside of Operations) are

	financial assessment service sitting outside of Operations	having difficulties with the accuracy of information leading to the issuing of some incorrect invoices etc. Mitigating actions are in place to monitor this risk currently.
5.	Failure to attract or retain a sufficient People and Communities workforce	The recruitment and retention team is fully in place and a recruitment campaign has been successful with 37 people having been offered and accepted a role, and 23 people having started already. The campaigns will continue and will be rolled out to other parts of People & Communities.
6.	Failure to work within regulation and/or regulatory frameworks	Both Adults and Children's have inspections by CQC and OfSTED, as well as regular auditing and QA processes in place. Additionally, the Adult Skills service is subject to Ofsted inspection, and the Shadow Governing Board are currently ensuring the service is inspection-ready.
7.	Financial Pressures in People & Communities	This risk now also includes the previous 'Key partners' risk – It is recognised that some of our key partners are also under significant financial strain, which may impact on P&C if demand cannot be managed.
8.	Financial Pressures on Service Providers	Changes in legislation and rises in minimum wage, combined with rates the LA are able to afford, may result in care providers withdrawing from the market. This is being managed and the likelihood has slightly reduced to take into account the work we are doing with providers.
9.	Increase in Homelessness across CCC	The district councils have the statutory homelessness prevention duty, but the County Council works with the Districts and co-chairs the sub-regional housing board.
10.	Increased prevalence of adolescent young people entering the criminal justice system	Preventative activities form part of the mitigating actions in place to manage this risk.
11.	Insufficient availability and capacity of services at affordable rates	This risk relates to the adults and care industry not able to keep up with demand on services, particularly during the Winter period. Mitigating actions are in place.
12.	Insufficient availability of affordable Children in Care placements	Mitigating actions are in place to manage this risk and reduce the number of Children in Care.
13.	Insufficient capacity to manage organisational change	The risk has previously been high as a number of changes including restructures in People and Communities took place during the early part of 2019. Additional corporate resource from Transformation has helped minimise this risk further.

14.	Meeting demand for school places and settings	Continuing mitigating actions are in place to manage this risk including the School organisation plan.
15.	MOSAIC Finance module – a risk to the transition process for AFM	The MOSAIC system has been introduced and some modules are not yet working as they should. There is also limited capacity to train staff adequately. Some controls have been put in place and moving staff to be co-located has helped with training. This still remains high currently.
16.	Overdue Payments	Actions have been completed from People & Communities and discussions with corporate services are ongoing.
17.	Partnership agreements with NHS are not agreed between partners	The Section 75 agreement for mental health is now in place. Currently awaiting for the Section 75 in regard to Learning Disability Partnership. Risk has been reduced to reflect this.
18.	Skills shortages in People & Communities	This still remains a risk as there continues to be a short supply of candidates for key roles in Adults and Children’s workforce.
19.	Think Communities – failure to deliver a transformed public service	This risk continues to be monitored closely and mitigating actions continue to be in place. There is extensive support to achieve the approach.
20.	Achieving the new Libraries Transformation Vision	Work is progressing on developing a new vision for libraries.
21.	Future growth in Libraries	Effective project management is in place with support from the Transformations team, and individual Library projects have their own risk registers.
22.	Passenger Transport	Local Transport plan is in place.
23.	Successful delivery of the ‘Library Presents’ programme (arts in Libraries)	Business plan is in place and agreed by external funder (Arts Council).
24.	Failure to make an informed and timely decision on the location of the Registration Service in Cambridge	The Cambs 2020 project is being presented for approval at the Communities & Partnership Committee in October 2019.

### **3. ALIGNMENT WITH CORPORATE PRIORITIES**

#### **3.1 Developing the local economy for the benefit of all**

There are no significant implications for this priority.

#### **3.2 Helping people live healthy and independent lives**

There are no significant implications for this priority.

### 3.3 **Supporting and protecting vulnerable people**

There are no significant implications for this priority.

## 4. **SIGNIFICANT IMPLICATIONS**

### 4.1 **Resource Implications**

There are no significant implications within this category.

### 4.2 **Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications within this category.

### 4.3 **Statutory, Legal and Risk Implications**

There are no significant implications within this category.

### 4.4 **Equality and Diversity Implications**

There are no significant implications within this category.

### 4.5 **Engagement and Communications Implications**

There are no significant implications within this category.

### 4.6 **Localism and Local Member Involvement**

There are no significant implications within this category.

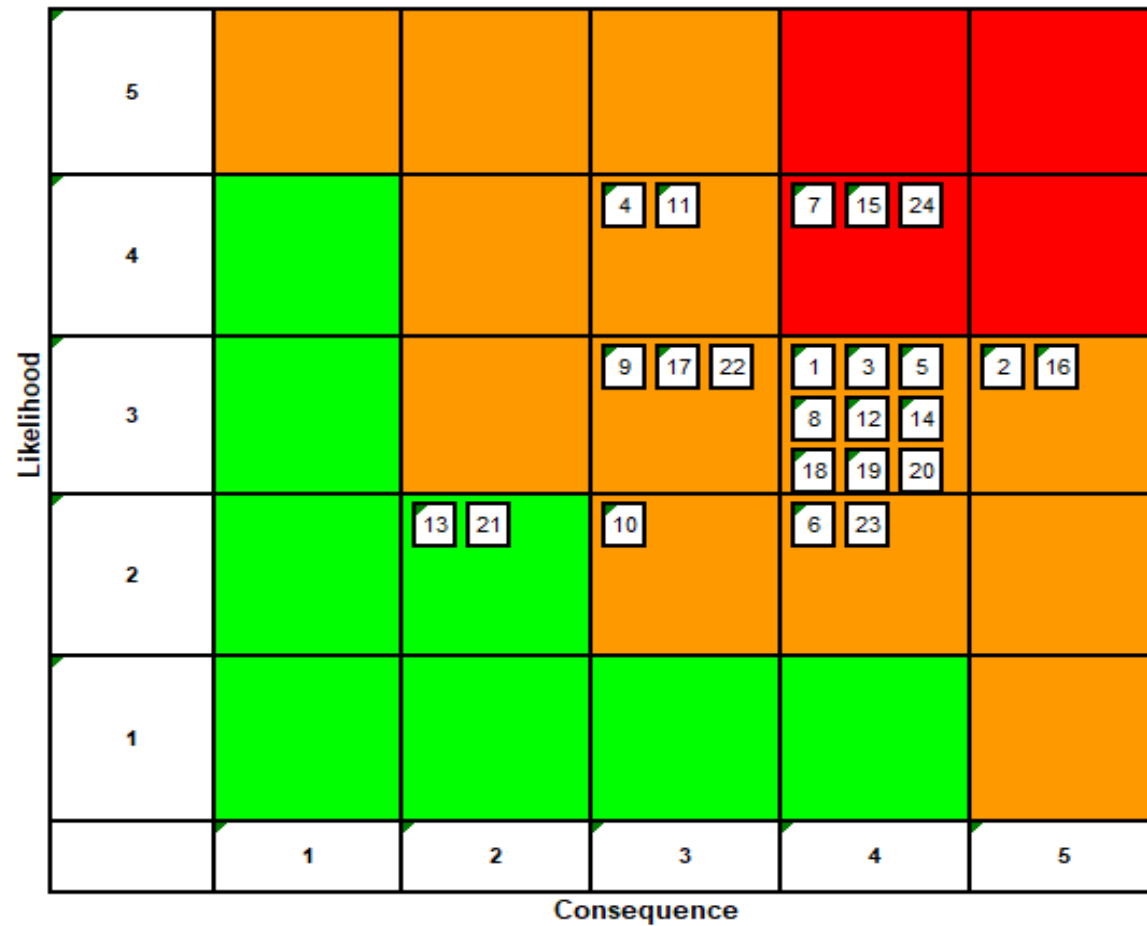
### 4.7 **Public Health Implications**

There are no significant implications within this category.

**This is a monitoring report and does not require relevant sign off**

<b>Source Documents</b>	<b>Location</b>
Cambridgeshire County Council Corporate Risk Register	<a href="mailto:tom.barden@cambridgeshire.gov.uk">tom.barden@cambridgeshire.gov.uk</a>

# APPENDIX 1: People & Communities Risk Register



Risk #	Risk	Triggers	Residual Risk Level	Control
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### CCC People and Communities

1	Children and young people do not reach their potential (educational attainment)	1. The attainment gap between vulnerable groups of CYP and their peers of school age are below targets identified in P&C performance dashboard 2. End of key stage 2 and 4 attainment targets are below those identified in the P&C performance dashboard 3. Percentage of 16-19 years old who are NEET increases as identified in P&C performance board)	12	1. Good governance of Accelerating Achievement and School Improvement strategies and action plans, checking progress and challenging performance, involving executive and service management 2. Cambridgeshire School Improvement Board focused on securing improvements in educational outcomes in schools by ensuring all parts of the school system working together 3. Effective monitoring, challenge, intervention and support of school and setting 4. Develop all children's services to include educational achievement as a key outcome 5. 18-25 team supports care leavers to remain in education or helps them find employment or training 6. A joint approach to support and promote good mental health for CYP has been developed with and for schools and a programme is in place which is supported by Learning, E&P, Public Health and voluntary partners 7. Provides support and guidance to schools to support the stability of educational placements and transition to post 16 for LAC 8. Cambridgeshire School Improvement Board improves educational outcomes in schools by all parts of the school improvement system working together. 9. Residual Information, Advice and Guidance function overseen by the local authority focuses on the most vulnerable 9. Residual Information, Advice and Guidance function overseen by the local authority focuses on the most vulnerable
2	Failure of information and data systems, particularly with the implementation	1. Amount of time P&C Business Systems (Social Care, Ed Case Management) are working and available (uptime) is below Service Level Agreement (SLA) levels 2 System availability due to infrastructure issues (network, end-user devices, SAN etc.) is below SLA levels.	15	1. Individual Services Business Continuity Plans. 2. LGSS IT Disaster Recovery Plan 3. LGSS IT service resilience measures (backup data centre, network re-routing).

	of MOSAIC in Adults and LiquidLogic in children's.	<p>3 Amount of time data-sharing with partners is impossible as a result of system failure.</p> <p>4. ONE - Quality of system and sustainability of demand of Service especially SEND</p> <p>4. ERP- Reports from providers of late payments or no payments</p> <p>Reports from services that have processed and progressed payments, but still no further actions taken from ERP</p>		<p>4. Version upgrades to incorporate latest product functionality</p> <p>5. Training for P&amp;C Business systems prior to use</p> <p>6. Information sharing agreement</p> <p>7. Backup systems for mobile working</p> <p>8. Back-up systems for P&amp;C Business Systems</p> <p>9. Corporate (Information Governance Team) monitor data handling and security position and improvements</p> <p>1. Robust MOSAIC programme has been established and a clear plan for implementation is in place</p> <p>11. Robust implementation programme for LL includes risk control.</p>
3	Failure of the Council's arrangements for safeguarding vulnerable children and adults	<p>Children's Social Care:</p> <p>1. Children's social care caseloads are too high in some areas</p> <p>2. Some over optimism in relation to risk period posed by Parents</p> <p>3. Serious case review is triggered</p> <p>Adult Social Care (Inc. OPMH)</p> <p>1. Care homes, supported living or home care agency suspended due to (safeguarding investigation)</p> <p>2. Outcomes of reported safeguarding concerns reveals negative practice</p> <p>3. Increase in a notification of a concern</p> <p>4. Decreased resource within adults MASH and/or Locality Teams</p> <p>5. Lack of Resource in Contracts</p>	12	<p>1. Multi-agency Safeguarding Boards and Executive Boards provides multi-agency focus on safeguarding priorities and provides systematic review of safeguarding activity</p> <p>2. Move to non-caseloading team Managers has increased oversight and challenge. Skilled and experienced safeguarding leads and their managers.</p> <p>3. Comprehensive and robust safeguarding training, ongoing development policies and opportunities for staff, and regular supervisions monitor and instil safeguarding procedures and practice.</p> <p>4. Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Serious Case Reviews and safeguarding Adult Reviews</p> <p>5. Multi-Agency Safeguarding Hub (MASH) for both Adults and Children supports timely, effective and comprehensive communication and decisions on how best to approach specific safeguarding situation between partners.</p> <p>6. Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance</p> <p>7. Whistleblowing policy, robust Local Authority Designated Officer (LADO) arrangements and complaints process inform practice.</p> <p>7a Clear 'People in Position of Trust' policy and guidance in relation to Adults</p> <p>8. Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission</p>



				<p>9. Joint protocols, practice standards and QA ensure appropriate joint management and case transfer between Children's Social Care and Enhanced and Preventative Services</p> <p>10. Coordinated work between multi-agency partners for both Adults and Children's. In particular Police, County Council and other agencies to identify child sexual exploitation, including supporting children and young people transitions to adulthood, with the oversight of the Safeguarding Boards</p> <p>9. Audits, reviews and training provided to school staff, governors and settings. All schools must have child protection training every 3 years. Education CP Service supports schools and settings with safeguarding responsibilities</p> <p>11. Caseloads are reducing as the move away from the Unit model to specialist teams becomes embedded. Oversight &amp; challenge from QA Service and the Local Safeguarding Board</p> <p>12. Jointly funded packages of support</p>
4	Failure to adequately deliver the financial assessment service sitting outside of Operations	<ol style="list-style-type: none"> <li>1. The number of complaints increase</li> <li>2. Incorrect invoicing</li> <li>3. Inaccurate data and information</li> </ol>	12	Conversations underway to transfer the service back to Operations within P&C
5	Failure to attract or retain a sufficient People and Communities workforce	<ol style="list-style-type: none"> <li>1. Spend on agency staff within social care workforce is above target as identified by Strategic Recruitment and Workforce Development Board</li> <li>2. High turnover of social care staff as identified by Strategic Recruitment and Workforce Development Board</li> <li>3. High vacancy rates of identified key social care roles as identified by Strategic Recruitment and Workforce Development Board</li> <li>4. Cost of living in Cambridge City is high leading to issues for recruitment and retention</li> </ol>	12	<ol style="list-style-type: none"> <li>1. Extensive range of qualifications and training available to staff to enhance capability and aid retention</li> <li>2. Increased use of statistical data to shape activity relating to recruitment and retention</li> <li>3. ASYE programme ensures new social workers continue to develop their skills, knowledge and confidence.</li> <li>4. Review potential recruitment and retention approaches in hard to recruit to parts of Children's Services</li> <li>5. Cross directorate Social Care Strategic Recruitment and Workforce Development Board and Social Work Recruitment and Retention Task and Finish Group proactively address the issue of social care recruitment and retention.</li> <li>6. Improved benefits and recognition schemes in place</li> </ol> <p>Recruitment and retention programme has been agreed</p>

6	Failure to work within regulation and/or regulatory frameworks	<p>1. Poor inspection and/or ombudsman results</p> <p>2. Higher number of successful legal challenges to our actions/decisions</p> <p>3. Low assurance from internal audit</p>	8	<p>1. LGSS legal team robust and up to date with appropriate legislation.</p> <p>2. Service managers share information on changes in legislation by the Monitoring Officer, Government departments and professional bodies through Performance Boards</p> <p>3. Inspection information and advice handbook available which is continually updated</p> <p>4. Code of Corporate Governance</p> <p>5. Community impact assessments required for key decisions</p> <p>6. Programme Boards for legislative change (e.g. Care Act Programme Board)</p> <p>7. Training for frontline staff on new legislation</p> <p>8. Involvement in regional and national networks in children's and adults services to ensure consistent practice where appropriate</p> <p>9. P&amp;C have made arrangements for preparing within Inspections</p> <p>10. Next Steps Board oversees preparation for Ofsted inspections of services for children in need of help and protection</p> <p>11. Review the results of the Adults Service User survey</p>
7	Financial Pressures in People & Communities	<p>There is a risk across the whole P&amp;C, to deliver and manage budgets and make savings.</p> <p>It is recognized that some key partners are also under significant financial strain, which may impact on P&amp;C if demand management is not managed or increases.</p> <p>High Needs Block - demand continuing to exceed funding</p>	16	<p>Early Help services are operating more effectively to meet demand</p> <p>Review of SEND Provision and government's funding is being reviewed</p> <p>Recruit alternatively qualified staff to support social workers, improved retention package</p> <p>Delivery of the demand management programmes</p>
8	Financial Pressures on service providers	There is a risk that changes to legislation such as the sleep-in ruling, pension obligations and rises in minimum wage, combined with rates the Local Authority are able to afford will result in providers withdrawing from the market.	12	Working with Providers to develop action plans
9	Increase in Homelessness across CCC	More individuals / families requesting support	9	<p>Officer Task &amp; Finish group has been developed as agreed by the Communities &amp; Partnerships Committee</p> <p>Committee receives a regular update and report</p> <p>CCC Co-chairs the sub-regional housing board</p>
10	Increased prevalence of adolescent young people	<p>1. Existing preventative activity does not meet the needs and behaviours of young people.</p> <p>2. High demand for some crime types resulting in</p>	6	1. Continued development of the shared services Youth Offending Service with Peterborough, ensuring best practice is shared and resources are flexed where they are most needed.

	entering the criminal justice system.	reduced levels of intervention from some of our partners.		<p>2. Development of the statutory youth justice board to ensure a system wide approach is taken to supporting adolescent young people.</p> <p>3. Continued development of positive interventions, including National Citizen Service, to engage proactively with young people.</p>
11	Insufficient availability and capacity of services at affordable rates	<p>1.. Average number of ASC attributable bed-day delays per month is above national average (aged 18+) as identified by P&amp;C performance dashboard</p> <p>2. Delayed transfers of care from hospital attributable to adult social care as identified by P&amp;C performance dashboard</p> <p>3. Home care pending list</p> <p>4. Gap in alternative to care services</p> <p>5. The BREXIT negotiations may impact on the care industry in terms of the workforce</p> <p>6. Provider organisation report not having capacity to deliver services when we need them</p> <p>7. Length of time services users wait for appropriate services</p> <p>8. Care home providers reduce the numbers of nursing beds (due to difficulty recruiting qualified nurses)</p> <p>9. Increase in demand for interim beds for domiciliary care</p>	12	<p>1. Data regularly updated and monitored to inform service priorities and planning</p> <p>2. Maintain an effective range of preventative services across all age groups and service user groups including adults and OP</p> <p>3. Community resilience strategy details CCC vision for resilient communities</p> <p>4. Directorate and P&amp;C Performance Board monitors performance of service provision</p> <p>5. Coordinate procurement with the CCG to better control costs and ensure sufficient capacity in market</p> <p>6. Take flexible approach to managing costs of care</p> <p>7. Market shaping activity, including building and maintaining good relationships with providers, so we can support them if necessary</p> <p>8. Capacity Overview Dashboard in place to capture market position</p> <p>9. Residential and Nursing Care Project has been established as part of the wider Older People's Accommodation Programme looking to increase the number of affordable care homes beds at scale and pace.</p> <p>10. Development of a Home Care Action Plan</p> <p>11. Regular engage with commissioners and providers to put action plans in place to resolve workforce issues</p> <p>12. Robust Controlling and monitoring procedures</p> <p>13. Active involvement by commissioners in articulating strategic needs to the market</p> <p>14. Risk-based approach to in-contract financial monitoring</p> <p>15. Continued work with VCS for preventative actions</p>
12	Insufficient availability of affordable Children in Care placements	<p>1. The number of children in Care is above the number identified in the strategy action plan</p> <p>2. % CiC placed out of county and more than 20 miles from home as identified in P&amp;C performance dashboard</p>	12	<p>1. Regular monitoring of numbers, placements and length of time in placement by P&amp;C management team and services to inform service priorities and planning</p> <p>2. Maintain an effective range of preventative services across all age groups and service user groups</p>

		3. The unit cost of placements for children in care is above targets identified in the strategy action plan		<p>3. CiC Strategy provides agreed outcomes and describes how CCC will support families to stay together and provide cost effective care when children cannot live safely with their families.</p> <p>4. Community resilience strategy details CCC vision for resilient communities</p> <p>5. P&amp;C management team assess impacts and risks associated with managing down costs</p> <p>6. Implementation of Family Safeguarding will reduce demand on child in care services as more children are enabled to remain safely within their families</p>
13	Insufficient capacity to manage organisational change	<p>1. Staffing restructures result in loss of staff</p> <p>2. Aging workforce and succession planning is challenging</p>	4	<p>1. Resource focussed appropriately where needed to deliver savings.</p> <p>2. P&amp;C Management Team review business plans and check that capacity is aligned correctly.</p> <p>3. Programme and project boards provide governance arrangements and escalation processes for any issues</p> <p>4. Commissioning work plans regularly reviewed by Management Team.</p> <p>5. P&amp;C Management Team monitors achievement of savings on a monthly basis - including ensuring capacity is provided</p> <p>6. Transformation team in place and supporting the changes across the organisation</p> <p>7. Increased communications to staff of ongoing changes and how they can help influence</p> <p>8. Children's Services restructure is completed and implementation of Family Safeguarding will have minimal impact</p>
14	Meeting demand for school places and settings	<p>Failure to provide our legal requirement for every child of statutory school age to access a place and within a 'reasonable' distance from their home (less than 2 miles for 4 to 8 year olds and up to 3 miles for 9 to 16 year olds)</p> <p>Cut in Government funding for school places</p> <p>1. Demand on places outstrips sufficiency</p> <p>2. Failure of not having early year's settings</p> <p>3. funding is low in Cambridgeshire</p>	12	<p>1) The School Organisation plan and demographic forecasts are regularly updated and presented to the Council for publication.</p> <p>2. ) Sufficient resources identified in MTFP to support known requirements in the next 3 years if forecasts remain accurate</p> <p>3) Quality of relationship with schools means schools have over admitted to support the Council with bulge years</p> <p>4) On-going review of the Council's five year rolling programme of capital investment. Priority continues to be given to the identified basic need requirement for additional school places</p> <p>5) Annual School Capacity Review to the Department for Education (DfE) completed in a way which aims to maximise the Council's basic need funding allocation.</p>

				<p>2) Local and national lobbying (inc. EFA capital funding options, inc. Free Schools)</p> <p>3) Continue to review options around reducing costs including modular technology, use of existing buildings and procurement savings</p> <p>4) Plans for emergency places being developed including pulling forward schemes and additional mobiles</p>
15	MOSAIC Finance Module - a risk to the transition process for AFM	<p>MOSAIC system / modules are not yet working as they should</p> <p>Not enough capacity or resources to train staff adequately</p>	16	<p>Relocation of staff in Scott house has been completed and has helped to improve</p> <p>Delay implementation to September</p> <p>Increase Adults Finance Team staffing on a temporary basis to become part of MOSAIC project team</p> <p>Preparing a contingency plan</p> <p>MOSAIC has its own Risk &amp; Issue Log</p> <p>Bridging of reablement in certain areas and monitoring demand management</p> <p>A review of streamlining workflows and processes is underway</p>
16	Overdue Payments	Due to the financial challenges of the wider health system there is a risk that this may impact on timely processing of invoices by partner organisations	15	Regular communication between finance, operations and management teams. Position monitored closely.
17	Partnership agreements with NHS are not agreed between partners	S75 with CCG for pooled budget for LDP has not been agreed	9	<p>1. Options and alternatives are being explored by Head of Mental Health and Assistant Director Commissioning</p> <p>BCF / iBCF (Better Care Fund) - programme of works is in development</p> <p>S75 agreement signed</p>
18	Skills shortages in People & Communities	<p>There is a risk that the progress that has been made in relation to the recruitment of qualified social workers, team managers and senior officers slows down and the authority experiences a severe skill shortages again. Health staff employed by CCC is in short supply (i.e. OT's, LD Nurses)</p> <p>The east of England memorandum on agency social worker charge rates is vulnerable at present as a number of authorities are seeking permission to exceed</p>	12	<p>Recruitment &amp; Retention campaign</p> <p>Apprenticeships for Social Care has been launched</p>

		payment rates. Failure of this would increase likelihood of higher turnover among our employed staff		
19	Think Communities - Failure to deliver a transformed public sector approach	There is a risk that failure to deliver will directly impact on demand management costs and service pressures.	12	Establishment and development of an integrated 'Think Communities' Strategy and plan  Extensive governance and management arrangements in place across multiple workstreams, coupled with extensive support for the approach to succeed.
20	Achieving the new Libraries Transformation Vision	1. Unable to achieve the expectations of the new vision 2. Insufficient funding 3. Community capacity 4. Partners are not on board with the vision	12	1. Work is progressing on the vision.  2. Initial vision statement has been produced and will be developed further  3. Monthly Programme Board  4. New Libraries Programme Board
21	Future Growth in Libraries	1. Insufficient funds received for new Libraries (from Section 106, CIL etc) 2. Insufficient model to bid for funds 3. Lack of project and contract management 4. Lack of partnership working	4	1. Library projects have own risk registers  2. Good project management with project plans  3. Community engagement - steering group with member participation  4. Comms plan in place  5. Financial plan in place  6. Working with the Transformation Team  7. Working with Strategic Assets Team  8. Oversight by the Assistant Director  9. Input from the legal team  10. Lessons learnt log
22	Passenger Transport (n.b. this will revert to the Place and Economy Directorate shortly)	1. Failure to provide public bus services that have been withdrawn by public transport companies 2. The Combined Authority bus review is not completed by April 2019 3. Community Transport Audit (HACT, FACT, ESACT) are not used to deliver mobility services 4. Funding is not available to replace commercial services that are deregistered.	9	Local transport plan - Section on Business Strategy  Funding attached - budget monitoring  procurement practices  Quarterly meetings with main operators  Work with operators to receive information about their plans at an early stage.  Negotiate service provision for key journeys/ requirements.

				£1.5 million available annually to provide these types of service and if there is a new requirement funding can be diverted away from existing services where the need is assessed as being lower.
23	Successful delivery of The Library Presents programme (arts in libraries)	1. The aims set out in the Business Plan, and agreed by our external funder, Arts Council England, are not met.	8	<p>1. Business Plan agreed, with targets for audience numbers, quality of programme, marketing in place, budget adhered to.</p> <p>2. Quarterly Steering Group meetings and quarterly reports to Arts Council England</p> <p>3. Regular reviews with staff team</p> <p>4. Learning based on previous experience of this type of programme deployed</p> <p>5. Access to Arts Council Relationship Manager on less formal basis encouraged</p>
24	07. Failure to make an informed and timely decision on the Registration Service in Cambridge	<p>01. Uninformed decision on where the Registration Service is going to be based in Cambridge</p> <p>02. The Council is not aware of the requirements of the Registration Service including beyond the specification</p> <p>03. The Service is unable to book ceremonies after September 2020</p>	16	<p>01. 2020 Project</p> <p>02. Registration Service Management Plan</p> <p>03. Customer communications</p>