

S&D Risks in Corp and E&E Registers

Version Date: 28th Sep 2016

Details of Risk					Inherent Risk				Key Controls/Mitigation	Residual Risk			Actions				
Risk No.		Risk Description	Trigger	Result	Probability	Impact	Score *	Owner		Probability	Impact	Score *	Description	Action Owner	Target Date	Revised Target Date	Action Status
Corporate Risks																	
CR9		Failure to secure funding for infrastructure	1. Insufficient funding is obtained from a variety of sources, including growth funds, section 106 payments, community infrastructure levy and other planning contributions, to deliver required infrastructure. This is exacerbated by the austerity measures and reduced government funding for local authorities.	1. Key infrastructure, services and developments cannot be delivered, with consequent impacts on transport, economic, environmental, and social outcomes. This could also result in greater borrowing requirement to deliver essential infrastructure and services which is unsustainable.	4	4	16	Executive Director: Economy, Transport and Environment	3	4	12	1. Maximisation of developer contributions through Section 106 negotiations.	Head of Growth & Economy	Jul-16	Oct 16		
	2. Prudential borrowing strategy is in place.											2. Seek Members' approval of the new Transport Investment Plan which pulls together all transport infrastructure required for growth in Cambridgeshire and to monitor funding for schemes including S106. Members sign-off will take place annually thereafter.					Head of Transport & Infrastructure Policy & Funding
CR 22		The Total Transport project fails to identify and implement affordable solutions that allow service levels to be maintained.	1. The changes to services that Total Transport introduces generate a level of adverse opinion such that they prove impossible to sustain.	1. An overall reduction in transport budgets would then result in the same amount as now being spent on meeting statutory obligations using a standalone model, meaning that non-statutory but socially necessary services (for example, community transport or local bus routes) would face withdrawal. This would contribute to social exclusion, poor take up of employment and education opportunities, and reduced quality of life.	4	3	12	Service Director, Strategy and Development	2	3	6	1. A Total Transport Member Steering Group meets bi-monthly, offering a wide range of political insight and providing a steer for the project.	Total Transport Project Officer	Nov-16	Nov-16	G	
	2. One or more individual serious incidents undermine confidence in the overall provision of the service.											2. A Total Transport Programme Board meets at least quarterly, bringing together Service Directors from CFA and ETE to provide strategic direction.					Transport Policy & Operational Projects Manager
CR 26		Increasing manifestation of Busway defects	1. Failures of Busway bearings or movement of foundations continue and increase	1. Significant and ongoing costs to maintain the Busway or restricted operation of the Busway to the extent that it will no longer be attractive to operators or passengers.	5	5	25	Executive Director: Economy, Transport and Environment	2	5	10	1. Monitoring and inspection regime in place	Service Director Strategy and Development, ETE	Sep 2016	Nov-16	G	
E&E 4 Previously ETERR13	Economy and Environment	Borrowing requirement for major transport schemes	Development schemes are delayed, meaning that the County Council needs to borrow to fund major Transport Infrastructure schemes that are committed, pending recovery of funds from developers when development commences.	Significant reputational and financial risk.	3	4	12	Service Director, Strategy and Development	3	3	9	1. A prudential borrowing strategy is in place to fund infrastructure where appropriate.	Director of Strategy and Development	Jul-16	Dec 2016	G	
E&E 5 Previously ETERR17	Economy and Environment	Failure to deliver to the Cambridgeshire Flood Risk Management Programme including new SUDs surface water management responsibilities	Failure to fulfil statutory duties related to flood risk.	Significant reputational and financial risk.	4	4	16	Service Director, Strategy and Development	3	3	9	1. Confirm Growth Deal funding, and Network Rail contribution to reduce borrowing for Ely Bypass. Awaiting DfT to gain ministerial sign off. Full approval is subject to final construction target cost and it not causing the VFM to fall into a lower threshold. Target cost expected Dec 2016.	Director of Strategy and Development	Jan-17		G	
E&E 6 Previously ETERR18	Economy and Environment	Failure to manage capacity, environment, safety and maintenance issues on the A14 Cambridge-Huntingdon Corridor	Delay in the delivery of the A14 Improvement Scheme.	New communities cannot be delivered in their totality, undermining their sustainability, viability and timely provision of necessary infrastructure. Unsustainable growth proposals may be granted on appeal if infrastructure constraints mean that growth cannot come forward as planned. Additional pressure and maintenance requirements on existing network. Increased road risk to current and expanding road users.	4	4	16	Service Director Strategy and Development	2	4	8	1. Surveying to detruck section of A14 and negotiating with Highways England.	Head of Major Infrastructure & Delivery				
E&E 8 Previously ETERR24	Economy and Environment	Deregistration of commercial bus services	Funding is not available to replace commercial services that are deregistered.	Communities are left with no public transport.	3	4	12	Service Director, Strategy and Development	2	4	8	1. Quarterly meeting held with Stagecoach	Head of Passenger Transport	July 2016	Oct-16	G	
												2. Regular contact with Whippet.	Head of Passenger Transport	Jul-16	Oct-16	G	

E&E 9 Previously ETERR26	Economy and Environment	Growth and major sites fail to meet local authorities' requirements and policy objectives	1. Lack of shared vision, deficient planning applications 2. Failure to successfully ensure the delivery of services. 3.Exacerbated by changes in national and local planning policy and relaxation of local authorities development control powers	New communities are delivered to sub standard quality, failing to meet the standards required by local authorities and expected residents. Public service delivery to new communities is hampered. Unsustainable growth proposals maybe granted on appeal if infrastructure constraints meant that growth cannot come forward as planned. Additional pressure and maintenance requirements on the existing road network. Increased road risk to current and expanding road users.	3	4	12	Service Director, Strategy and Development	1. CCC manage the Quality Panel. 2. Strong partnerships exist with Joint Planning colleagues. Cambridgeshire Infrastructure Plan is drafted by the Joint Strategic Planning Unit. 3. The County Council maintains up-to-date demographic forecasts to project service and infrastructure needs. 4. External funding sources, such as the Housing Growth Fund, help to ensure that the infrastructure provision for development sites meets the Local Authorities' requirements. 5. County Council responses to consultations on emerging policy ensure that the policies of partner organisations reflect County requirements. 6. Local Plan seek to secure aspirational affordable housing targets 30-40% across Cambridgeshire and appropriate infrastructure.	2	4	8	1. Outstanding objection against City Local Plan for lack of provision to secure a suitable site for a household recycling centre to serve Cambridge and the South of Cambridge and Local Plans that are currently at examination.	Head of Growth and Economy	01-Sep-16	06-Nov-16	A
E&E 10 Previously ETERR28	Economy and Environment	Resource pressures to deliver challenging transport infrastructure programmes	Insufficient staff resources available to complete both City Deal and County Infrastructure schemes at the same time. In a competitive labour market the County Council or consultants struggle to retain and employ staff to cater for demand to deliver infrastructure schemes in the county. City Deal and County Infrastructure schemes compete for resources.	Costs for commissioning work rise. Future tranches of City Deal funding are not made available for investment in infrastructure and the integrated approach to driving economic growth in the city-region breaks up, with substantial negative implications for the promotion of economic growth in Greater Cambridgeshire and for the reputations of the partners and the local area.	2	5	10	Executive Director: Economy, Transport and Environment	A Prioritised City Deal Programme for Investment from 2015-20 is in place, agreed by the Executive Board January 2015. 6. Review and monitor resources towards the Programme. 7. Work looking at staff retention and career progression.	2	5	10	1. Recruitment of Team Leader in Major Infrastructure Delivery Service. 2. Review of MID and TIPF Service Structures. 3. Appointing consultants to resource delivery programmes. Tender process to commence.	Head of Major Infrastructure & Delivery Head of Major Infrastructure & Delivery/ Head of Transport & Infrastructure Policy and Funding Head of Major Infrastructure & Delivery	 Sep-16 Oct-16	completed	G G G
E&E 12	Economy and Environment	Inability to fund Adult Learning services, including employability training	Reduction in Government funding through the Skills Funding Agency for Adult Learning and Skills	Reduction of basic employability training for service users.	2	3	6	Service Director, Strategy and Development	1. Risk management in place for small to medium reductions. able to take action short term using recovery plan with providers. 2. Maintian dialogue with the Government to understand future funding and rol of the new CA.	2	2	4					