

Cambridgeshire County Council Corporate Risk Register
Part 1: Risk Summary

Risk Number	Risk Title	Risk Description	Risk Score	Direction of travel	Risk Owner	
					SMT Member	Portfolio Holder
<Use the common risk identifier tab>	<Short title for the risk; wording to be exactly the same as risk title in detailed analysis section below>	<A description of the risk. Needs to express the real risk that we are trying to manage. Should not be expressed in a positive way.> <The trigger of the risk and the result of its impact needs to be described> <Wording to be exactly the same as risk description in detailed analysis section below> <The RR is to be updated on three monthly basis - consider what the specific issue is that needs to be managed within that time frame>	<Use the risk score from the corporate scoring system>	<Insert arrow showing whether risk has improved ↓; worsened ↑; or remained static ↔ >	<Post holder who can best influence the management of the risk>	<Cabinet member with lead accountability for the risk>
1	Vision and prioritisation	Trigger: Failure to articulate vision for Council and translate into clear direction, priorities and outcomes Result: Failure to target limited resources to meet priority needs; failure to achieve priority outcomes for local communities.	C2	↔	Chief Executive	Leader of the Council

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2	Financial strategy	<p>Trigger: Government announcements regarding funding streams have reduced resources to levels significantly below those planned for; failure to identify and plan pro-actively for sufficient savings</p> <p>Result: The Council is unable to meet budget targets or responds to in-year pressures reactively, failing to target limited resources effectively, with adverse effect on delivery of outcomes</p>	A2	↑	All SMT	All Cabinet Members
3	Making Cambridgeshire Count	<p>Trigger: The projects identified as part of Making Cambridgeshire Count do not successfully deliver.</p> <p>Result: required change, and performance and efficiency improvements do not happen, adversely affecting ability to deliver priorities and relations with partners in the programme</p>	B2	↔	Chief Executive	Leader of the Council
4	Making Assets Count	<p>Trigger: failure to deliver the additional opportunities and wider benefits associated with the Making Assets Count (MAC) programme currently in progress</p> <p>Result: deterioration of the public estate across Cambridgeshire, inefficiency, and cost pressures on revenue and capital budgets, and adverse effect on relations with partners in the programme.</p>	C3	↔	Director of Finance	Cabinet Member Resources and Performance

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5	Shared Services programme	<p>Trigger 1: failure to deliver proposed transformation and efficiency particularly in respect of reduced IT costs, transactional efficiencies, reduced management costs and procurement and other benefits.</p> <p>Trigger 2: failure to adapt to likely significant changes in the way the authority manages and delivers its services.</p> <p>Result: failure of the Local Government Shared Service (LGSS) programme and adverse impact on support service delivery and budget position</p>	C3	↔	Director of Finance	Cabinet Member Resources and Performance
6	Workforce reductions	<p>Trigger: Failure to manage planned workforce reductions in a timely and appropriate manner</p> <p>Result: budget overspend and adverse impact on:</p> <ul style="list-style-type: none"> • service delivery • employee relations, • employee engagement • trust in employer, • morale and reputation; <p>leading to increased voluntary turnover, increased absence levels, and reduced ability to recruit and retain high quality employees</p>	C3	↔	Director of Human Resources	Cabinet Member Resources and Performance
7	Procurement and contract management	<p>Trigger: Insufficiently strong and consistent procurement and contract management arrangements</p> <p>Result: poor value for money, legal challenge, and wasted time and effort in contractual disputes</p>	B2	↔	Director of Finance	Cabinet Member Resources and Performance

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8	Partnership working	<p>Trigger: Failure in partnership working in context of increasing interdependency with partners</p> <p>Result: reduced ability to achieve shared objectives, respond to government changes and improve effectiveness and efficiency, increasing financial pressures, adverse impact on performance</p>	B3	↔	SMT	All Cabinet Members
9	Transformation	<p>Trigger: Transformation projects (corporate and service-based) are unsuccessful; failure to manage overview of transformation projects leading to over-commitment and duplication</p> <p>Result: Failure to achieve necessary change and savings and inability to meet new requirements; failure to realise optimum benefits from effort and resource invested.</p>	B2	↔	SMT / Director of Customer Services and Transformation	All Cabinet Members / Cabinet Member for Customer Service and Transformation
10	Performance	<p>Trigger: Increasingly challenging context and failure to deliver expected performance levels in context of service reductions. The current level of ambiguity around future performance measures as well as changes in inspection regimes may result in the council being less focused on performance issues</p> <p>Result: Performance on key indicators declines below planned levels</p>	B3	↑	SMT	All Cabinet Members

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11	Housing growth	<p>Trigger: General economic downturn (reduced market liquidity and credit availability) and the recent dismantling of the regional planning structure.</p> <p>Result: Housing growth falling behind target, shortfall in affordable housing, re-emergence of unsuitable sites made subject to planning applications, and a lack of co-ordinated strategic planning.</p>	A2	↔	Acting Executive Director, Environment Services	Cabinet Member for Growth, Infrastructure and Strategic Planning
12	Infrastructure funding shortage	<p>Trigger: Insufficient funding obtained from a variety of sources, including Government funds, Section 106 payments and other planning contributions. Exacerbated by the recession and increased requests for deferral of developer payments.</p> <p>Result: Problems delivering key infrastructure/services/developments, with consequent impacts on transport, economic, environmental, and social outcomes. Issues with repayment where investment has already been made.</p>	A2	↔	Acting Executive Director, Environment Services	Cabinet Member for Growth, Infrastructure and Strategic Planning
13	Cambridgeshire Guided Busway	<p>Trigger: Failure by contractor to repay their risk share at the end of contract</p> <p>Result: Financial impacts of additional interest payments and potential incomplete recovery of costs. Prolonged legal dispute with associated costs.</p>	C1	↔	Acting Executive Director, Environment Services	Cabinet Member for Growth, Infrastructure and Strategic Planning
14	Street lighting PFI contract	<p>Trigger: street lighting contract not awarded because the funding from DfT has unacceptable conditions attached</p> <p>Result: loss of £53 million of PFI credits and thus deteriorating street lighting stock. There is a small risk of the bidders wish to claim for bid preparation costs from the Government or less likely the Council.</p>	D3	↔	Acting Executive Director, Environment Services	Cabinet Member for Growth, Infrastructure and Strategic Planning

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15	Climate change mitigation	<p>Trigger: Failure to stabilise and reduce operational greenhouse gas emissions and energy use.</p> <p>Result: Additional costs (arising from fuel and electricity consumption, and financial penalties associated with poor performance in the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme, and cost of allowances bought under auction as part of CRC); and reputational damage of not being able to demonstrate community leadership in tackling climate change.</p>	B3	↔	Acting Executive Director, Environment Services	Cabinet Member for Growth, Infrastructure and Strategic Planning
16	Climate change adaptation	<p>Trigger: Failure to prepare for and adapt to current and future changes in climate</p> <p>Result: Climate impacts resulting in:-</p> <ul style="list-style-type: none"> • Social risks to vulnerable members of the population (e.g. increased risk of heat stress and mortality during hotter summers) • Economic risks (e.g. increased financial impact of flood damage) • Reputational risks (e.g. increased third party claims and costs associated with deformation and damage to the highways network) • Environmental risks (e.g. loss of local biodiversity and damage to sites) • Increased pressure on frontline service delivery (e.g. increasing number of phone calls and public enquiries to contact centre during extreme weather events) 	C3	↔	Acting Executive Director, Environment Services	Cabinet Member for Growth, Infrastructure and Strategic Planning

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17	Community engagement	<p>Trigger: Failure to engage with local communities and limited impact of residents on decisions about service delivery</p> <p>Result: loss of confidence in local services.</p>	C3	↔	Executive Director Community and Adult Services	Cabinet Member for Communities
18	Community cohesion	<p>Trigger: Failure to address issues of community cohesion.</p> <p>Result: exclusion of sections of the community, potentially resulting in increased community tensions and public dissatisfaction</p>	C2	↔	Executive Director Community and Adult Services	Cabinet Member for Communities
19	Safeguarding vulnerable children and adults	<p>Trigger: Failure to follow the robust arrangements in place designed to prevent harm to adults and children</p> <p>Result: Harm to an adult receiving services from Community and Adult Services or harm to children (including in Domestic Violence situations)</p>	B1	↑	Chief Executive Executive Director Children's and Young People's Services / Executive Director Community and Adult Services	Leader of the Council, Cabinet Member for Children, Cabinet Member for Adult Social Care, Health and Well Being
20	Resourcing Provision for children with complex needs	<p>Trigger: Increase in the number of children and/or the complexity of their needs and the cost of providing appropriate services.</p> <p>Result: children's needs cannot be met within the budget available.</p>	B2	↑	Executive Director Children's and Young People's Services	Cabinet Member for Children

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21	Demographic change	<p>Trigger: Unforeseen changes in population</p> <p>Result: correct range of provision not available with adverse impact on strategic objectives and performance and financial pressures</p>	D3	↔	Executive Director Children's and Young People's Services / Executive Director Community and Adult Services	Cabinet Member for Children, Cabinet Member for Adult Social Care, Health and Well Being
22	Recruitment and Retention – Children's Social Care	<p>Trigger: Not enough appropriately qualified, capable and supported staff in Children's Social Care</p> <p>Result: that service delivery is poorer, leading to poorer outcomes for children and reflected in inspection results.</p>	D3	↓	Executive Director Children's and Young People's Services	Cabinet Member for Children
23	Pooled Budgets	<p>Trigger: Unbudgeted demand pressures in pooled budgets, especially with regards to older people</p> <p>Result: social care needs cannot be met within the budget available, adverse effect on relations between partners.</p>	B3	↔	Executive Director Community and Adult Services	Cabinet Member for Adult Social Care, Health and Well Being

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Risk Title Vision and prioritisation		Risk Number	Risk Owner	Risk Score:
Risk Description				
Trigger: Failure to articulate vision for Council and translate into clear direction, priorities and outcomes		1	Leader of the Council / Chief Executive	C2
Result: Failure to target limited resources to meet priority needs; failure to achieve priority outcomes for local communities.				
Reason for change in Direction of Travel				
Static after recently worsened position because of changing government expectations and requirements – despite more challenging spending cut requirements post CSR, the Integrated Planning Process is focused on clarifying clear direction and priorities for the Council.				
Controls in place SMT process (incl. regular recommendations identifying over-commitment), Integrated Planning (incl. Star Chambers, (Cabinet)/SMT workshops, leadership development programme); golden thread through to service planning; portfolio management process.				
Action		Responsibility		Implementation Date
1	Implement revised 2010/11 Integrated Plan programme – including an intensive programme of leadership development with senior managers and Members, robust debate within SMT about a clear vision and direction for the future – to be debated by Members and Star Chambers to articulate clear (improvement) priorities. The process will be based on extensive engagement with internal employees and external stakeholders/public, and centred on current financial climate.	Corporate Director: Strategy and Democracy; Director of Finance		Implement according to programme timetable; Integrated Plan to be published 29 th March 2011.
2	(See risks 2 and 9) Portfolio Management process to provide complete picture of current transformation projects and programmes, and map interdependencies / overlaps / gaps against organisational capacity and alignment with strategic objectives	Corporate Director, Customer Service and Transformation		Interim report by September 2010; Complete report by December 2010
	Regular recommendations to be provided to Quality Improvement Areas and Strategic Management Team (SMT)	Corporate Director, Customer Service and Transformation		September 2010 onwards

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	SMT to agree process and act on recommendations	SMT	Agree process September 2010; SMT to act on recommendations September 2010 onwards
3	Translate Integrated Performance Plan into Service Plans and individual employee appraisal objectives, to ensure resources and work programmes directed to achieve stated vision, priorities and objectives.	Individual Directors and Heads of Service	April 2011 onwards
Progress with actions <Indicate whether actions are complete or give progress update>>			
1	Revised 2010/11 Integrated Plan programme agreed on 7 th June. Implementation now underway including leadership coaching sessions with Executive Directors and Portfolio Holders, two rounds of Star Chambers, and SMT debate about the future role and direction of the Council, to be presented to Cabinet/SMT for debate mid-November.		
2	Sep 2010 - Actions relating to Portfolio Management are on track. Interim report on track for presentation in September. Proposal for Transformation Board being taken to Cabinet / SMT on 14 September which will address the other actions. Nov 2010 – Portfolio in place and updated monthly. Transformation Board established, with first meeting 8/11. Revised management process awaiting SMT approval in November, after which will follow regular recommendations to SMT and QIAs, and SMT actions.		

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Risk Title Financial Strategy		Risk Number	Risk Owner	Risk Score:
Risk Description				
<p>Trigger: Government announcements regarding funding streams have reduced resources to levels significantly below those planned for; failure to identify and plan pro-actively for sufficient savings</p> <p>Result: The Council is unable to meet budget targets or responds to in-year pressures reactively, failing to target limited resources effectively, with adverse effect on delivery of outcomes</p>		2	All Cabinet Members / All SMT	A2
Reason for change in Direction of Travel				
Worsened position since CSR announcement, which demanded an increased savings requirement from the authority and front-loaded cuts.				
<p>Controls in place Dynamic and more comprehensive financial reporting, Integrated Planning (incl. Star Chambers, (Cabinet)/SMT workshops, leadership development programme); golden thread through to service planning; portfolio management process.</p>				
Action		Responsibility		Implementation Date
1	Evaluate implications of upcoming government announcements including CSR	Director of Finance		December 2010
2	Regular recommendations (identifying over-commitment or conflict of capacity / resources) to be provided to Quality Improvement Areas and SMT to assist in prioritization	Corporate Director, Customer Service and Transformation		September 2010 onwards
3	Introduction of earlier and more comprehensive financial reporting	Director of Finance		December 2010

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Progress with actions <Indicate whether actions are complete or give progress update>>	
1	In-depth analysis of Comprehensive Spending Review announcements, including review of budget modelling for the authority, suggesting increased savings targets. Awaiting further grant announcements in December. Continuous process of evaluation of government announcements as part of Integrated Planning process.
2	Sep 2010 - Actions relating to Portfolio Management are on track. Interim report on track for presentation in September. Proposal for Transformation Board being taken to Cabinet/SMT on 14th Sept, which will address the other actions. Nov 2010 – Portfolio in place and updated monthly. Transformation Board established, with first meeting 8/11. Revised management process awaiting SMT approval in November, after which will follow regular recommendations to SMT and QIAs, and SMT actions.
3	SMT have agreed an earlier timetable for reporting, which is now in place and first will go to December SMT, and January Cabinet. More graphical work, and then addition of Northants data will be added as report is improved further.

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Risk Title Making Cambridgeshire Count		Risk Number	Risk Owner	Risk Score:
Risk Description				
<p>Trigger: The projects identified as part of Making Cambridgeshire Count do not successfully deliver.</p> <p>Result: Required change, and performance and efficiency improvements do not happen, adversely affecting ability to deliver priorities and relations with partners in the programme</p>		3	Leader of the Council / Chief Executive	B2
Reason for change in Direction of Travel				
Static – organisations are put under additional strain because of budget cuts, but the Chief Officer group are monitoring progress and recommending continued work only on those projects with potential to deliver outcomes.				
<p>Controls in place</p> <p>The risk of Making Cambridgeshire Count (MCC) is currently spread across a number of projects and multiple agencies in the county. Corporate Policy and Partnership officers and county-wide animateurs are currently aligned with each project to drive process forward and ensure delivery of outcomes. Robust project and programme management arrangements have been put in place, including a clear benefits management approach, on-going assessment and capacity review. The seven chief officers from participating organisations meet regularly to provide high level steer and drive progress on the projects. There is also a Cambridgeshire County Council senior officers group recently established to ensure that County Council engagement and capacity is appropriate to get the benefits out of MCC.</p>				
Action		Responsibility		Implementation Date
1	Ensure rigorous robust programme and project management throughout implementation of MCC, including clear benefits management approach, on-going assessment and capacity review	Head of Corporate Development		July 2010 onwards
2	Regular project updates to be provided to the Chief Officer group identifying progress, blockages and barriers; Chief Officers to monitor and evaluate progress,	Head of Corporate		July 2010 onwards

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	determine which projects should continue, and address any barriers/ensure sufficient resource and capacity for those that do.	Development; MCC Chief Officers Group	
3	Conduct interim evaluation and address any outstanding issues	Head of Corporate Development	Autumn 2010 and various intervals throughout the year
Progress with actions <Indicate whether actions are complete or give progress update>>			
1	The action to ensure robust programme and project management has been progressed and is now included as an on-going control for this risk.		
2	Regular project updates are being provided, and project business cases were presented to Chief Officers Group on 22 September. As a result, Chief Officers suspended two projects and recommended the remaining projects continue with support from their respective organisations. Chief Officers are now exploring the next phase of MCC with the Corporate Policy & Partnerships team and partners.		
3	Chief Officers have agreed to commission Scrutiny to monitor the achievement of outcomes and Internal Audit to give assurance on the project and programme management arrangements. A Terms of Reference document for this work is being drawn up for Chief Officer agreement in November.		

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Risk Title Making Assets Count		Risk Number	Risk Owner	Risk Score:
Risk Description Trigger: failure to deliver the additional opportunities and wider benefits associated with the Making Assets Count (MAC) programme currently in progress Result: deterioration of the public estate across Cambridgeshire, inefficiency, and cost pressures on revenue and capital budgets, and adverse effect on relations with partners in the programme		4	Cabinet Member Resources and Performance / Director of Finance	C3
Reason for change in Direction of Travel Static				
Controls in place <ul style="list-style-type: none">• Work with partners has led to shared high level understanding of the opportunities that could flow from MAC.• Existing Cambridgeshire County Council Better Utilisation of Property Assets programme provides a foundation for developing MAC.• Mapping work to categorise the assets owned by each of the partners is reaching completion.				
Action		Responsibility	Implementation Date	
1	Public Service Board decision on the Project Initiation Document (PID)	Director of Finance	July 2010	
2	Decision in principle on preferred delivery model	Director of Finance	November 2010	
3	Measurement of suitability of assets using proven Cambridgeshire County Council methodology	Director of Finance	December 2010	
4	Development of Cambridgeshire Asset Management Plan	Director of Finance	December 2010	
Progress with actions <Indicate whether actions are complete or give progress update>>				
1	PID accepted but further possible amendments possible as further detail from the centre and locally emerges. In practice next level of detail is being worked on, i.e. asset ownership models, company structure, work with Department for Communities and Local Government regarding funding streams etc.			

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2	Initial advisory paper on pros and cons of models received, with a view to decision during the Autumn. Discussed at cabinet, agreed to progress into more level of detail.
3	Measurement of suitability of assets underway
4	Pathfinder work with CLG being used to examine Fenland Project Business Case and develop a Vehicle Depot project Business Case.
5	Likely that further BUPA Business Cases and MAC/TCAP Business Cases will be interchangeable, with the former focusing on CCC and the latter on full partner set. Continuing progress in this area.

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Risk Title Shared Services Programme		Risk Number	Risk Owner	Risk Score:
Risk Description Trigger 1: failure to deliver proposed transformation and efficiency particularly in respect of reduced IT costs, transactional efficiencies, reduced management costs and procurement and other benefits. Trigger 2: failure to adapt to likely significant changes in the way the authority manages and delivers its services. Result: failure of the Local Government Shared Service (LGSS) programme and adverse impact on support service delivery and budget position		5	Cabinet Member Resources and Performance / Director of Finance	C3
Reason for change in Direction of Travel Risk reducing (as appointments being made and live start date are to plan, opportunities for further savings are being followed, significant interest by other authorities in the offering is growing, and IT support procurement is progressing well)				
Controls in place Pathway for implementation was set out in the Full Business Case and covering report to Cabinet July 2010; both Cabinets have agreed to proceed. Readiness plan and transition plan for move to Shared Service developed. Joint Committee arrangements now established.				
Action		Responsibility		Implementation Date
1	Creation of Joint Committee Structure and governance arrangements for the LGSS	Chief Executive		July 2010
2	Restructure of the Council's senior management team	Chief Executive		September 2010
3	Appointment of LGSS Management Board	Chief Executive		October 2010

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4	Establishment programme management arrangements to move forward workstreams (e.g. Oracle Release 12, move to self-service) aimed at delivering benefits	Chief Executive	December 2010
5	Implementation of new LGSS structures	Chief Executive	January 2011
6	Harmonisation of IT infrastructure	Chief Executive	January 2011
7	Agreement of service levels between LGSS and residual organisation	Chief Executive	March 2011
8	Joint procurement of contract for hosting the E-Business Suite	Chief Executive	April 2011
Progress with actions <Indicate whether actions are complete or give progress update>>			
1	Joint Committee now established and governance arrangements in place. Action achieved.		
2	Consultation paper on structure of LGSS management team issues; response under consideration. Appointment process in progress.		
3	Director posts now appointed. MD post appointment not yet made.		
4	Preliminary actions in train, e.g. procurement exercise, service catalogue.		
5-7	LGSS MD work still being taken forward despite postponement of appointment.		
8	Ahead of target, have selected partners, and savings achieved have been better than expected.		

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Risk Title Workforce reductions		Risk Number	Risk Owner	Risk Score:
Risk Description Trigger: failure to manage planned workforce reductions in a timely and appropriate manner Result: budget overspend and adverse impact on: <ul style="list-style-type: none"> • Service delivery • Employee relations • Employee engagement • Trust in employer • Morale and reputation, leading to increased voluntary turnover, increased absence levels, and reduced ability to recruit and retain high quality employees		6	Cabinet Member Resources and Performance / Director of Human Resources	C3
Reason for change in Direction of Travel Static				
Controls in place Comprehensive HR policies exist in relation to Redundancy. Particular emphasis is placed on the statutory consultation procedures and specific advice is provided by HR teams, including a model restructure consultation document, to assist managers in planning workforce reductions in a timely and appropriate way. Managers are encouraged to discuss potential workforce reductions with HR adviser as soon as aware so that actions required (e.g. new/revised job descriptions and job evaluations where appropriate, and consultation timelines) can be planned in appropriate way and sufficient HR support can be provided.				
Action		Responsibility		Implementation Date
1	Service risk registers will indicate local action being taken where restructures are underway.	N/A		N/A

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Risk Title Procurement and Contract Management		Risk Number	Risk Owner	Risk Score:
Risk Description Trigger: Insufficiently strong and consistent procurement and contract management arrangements Result: poor value for money, legal challenge, and wasted time and effort in contractual disputes		7	Cabinet Member Resources and Performance / Director of Finance	B2
Reason for change in Direction of Travel Static				
Controls in place Contract regulations; procurement and contract management guidance and support located within the Procurement Team				
Action		Responsibility	Implementation Date	
1	New Strategic Procurement Advisor starts in post	Director of Finance	Interim Arrangements Jan 2011. Permanent arrangements April 2011 subject to consultation being complete by end Jan 2011	
2	Development of new procurement policy	Director of Finance	March 2011	
3	Establishment of new procurement team arrangements within LGSS service and development of category management model	Director of Finance	Interim arrangements now in place. Permanent	

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			arrangements April 2011 subject to consultation being complete by end Jan 2011
4	Establishment of Contract Management Board (CMB)	Director of Finance	Terms of Reference agreed November. CMB established January 2011
5	Establishment of forum for sharing learning from contract management and procurement exercises	Director of Finance	December 2010
Progress with actions <Indicate whether actions are complete or give progress update>>			
1	<p>The creation of LGSS has provided an opportunity to review how procurement and contract management can best be provided across the Council. It is planned that a single Head of Profession will now have responsibility for leadership of the procurement function across both organisations and interim arrangements have been put in place for this position to be covered. A key part of the Head of Profession role is to define the optimal organisation structure for the LGSS Procurement function and this will include how strategic procurement advice is provided. The current advice from HR is that any restructuring proposals will require a period of consultation and therefore any permanent organisational changes are unlikely to be implemented until April 2011. In order to progress with implementing the recommendations from the Member led review on Procurement and a number of other initiatives it is proposed to put in interim arrangements for the appointment of a Senior Procurement role from January 2011. The focus will be on improved procurement but will include responsibility for providing advice and guidance on improving contract management practices across the authority.</p>		
2	<p>An overall Procurement strategy is planned to be submitted to CCC Cabinet in December 2010. The more detailed procurement policy will be documented in a Procurement Statement of Required Practice (SORP). The 1st draft of this SORP will be available for review by the end of Jan 2011.</p>		
3	<p>Interim arrangements have been put in place with the appointment of a single Head of Service and it is proposed subject to HR approval to alter reporting lines on an interim basis until a revised structure is implemented. Steps have been taken to ensure any new procurement activity is reviewed to understand any joint opportunity or best practice already applied elsewhere. A list of upcoming contracts across the two authorities is also being developed to enable improved planning. A number of joint procurement activities are already being carried out utilising the existing category management leads in place.</p>		

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	Proposals for a category management approach spanning both authorities will form part of the procurement restructuring proposals that subject to consultation are planned to be implemented in April 2011.
4	A draft terms of reference for the CMB has been drawn up and once approved by the Director of Finance will be established, a final decision on whether this is an Officer only Board is still awaited. A separate Member Panel is also being considered whose purpose would be to monitor the delivery of the overall Procurement Strategy.
5	This forum is due to hold its 1 st meeting in December with meetings scheduled on a bi monthly basis.

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Risk Title Partnership Working		Risk Number	Risk Owner	Risk Score:
Risk Description Trigger: failure in partnership working in context of increasing interdependency with partners Result: reduced ability to achieve shared objectives, respond to government changes and improve effectiveness and efficiency, increasing financial pressures, adverse impact on performance		8	All Cabinet Members / SMT	B3
Reason for change in Direction of Travel Static – organisations are put under additional strain because of budget cuts, but there is progress on the New Models task and finish group. A new approach to joint scrutiny will be developed to reflect these changes.				
Controls in place The development of a new model of partnership working commissioned by Cambridgeshire Together has been completed and is being taken through partnership decision making processes. The restructure in Corporate Development has merged the Policy and Partnership Team, allowing greater alignment between the organisation's and partnership's objectives. The Chief Executive of Cambridgeshire County Council has taken over the role of Chairman of Cambridgeshire Public Service Board (CPSB), allowing for greater opportunities to strengthen the role of CPSB.				
Action		Responsibility		Implementation Date
1	Complete development of new model of partnership working, provide recommendations to CPSB and Cambridgeshire Together about most effective arrangements going forward, and implement.	Corporate Director: Strategy and Democracy		November 2010
2	Review effectiveness of Cambridgeshire Public Service Board (CPSB) and implement more robust meeting support arrangements and leadership development programme, identifying key strategic priorities for the county which CPSB will drive forward.	Head of Corporate Development		November 2010
3	Clarify situation regarding future Local Public Service Agreement (LSPA) funding	Corporate Director:		October 2010

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	(announcement due July 2010) and factor into development of new model of partnership working, maintaining commitment to work together efficiently, especially with threat of cuts to LPSA/no future reward grant.	Strategy and Democracy	
4	Initiate mechanism for partners to share high level financial information across the partnership throughout budget preparation, to inform each others' budget planning.	Director of Finance	November 2010
Progress with actions <Indicate whether actions are complete or give progress update>>			
1	November 2010 - New model of partnership working proposed and presented to CPSB and Cambridgeshire Together. The task and finish group has worked with partners and key stakeholders to develop two frameworks to support the transition to the new model of partnership working: a framework for commissioning / de-commissioning and a framework for governance / performance. Joint scrutiny arrangements are being developed to reflect the task and finish group model.		
2	November 2010 - Proposal for CPSB Leadership Development programme continues to be drawn up, with planned implementation before Christmas.		
3	November 2010 - Statement of accounts regarding LPSA funding has been discussed with partners at CPSB; agreed that remaining LPSA funding should be split equally between six councils.		
4	November 2010 – Finance Directors met mid-November to share high level financial information and outline propositions for service change, to allow for greater co-ordination and collaboration. CPSB members are meeting at the end of November to further work together on budget proposals. A paper has been discussed at Cambridgeshire Together outlining initial areas of overlap, risks of cumulative impact and opportunities for joint working.		

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Risk Title Transformation		Risk Number	Risk Owner	Risk Score:
Risk Description Trigger: Transformation projects (corporate and service-based) are unsuccessful; failure to manage overview of transformation projects leading to over-commitment and duplication Result: Failure to achieve necessary change and savings and inability to meet new requirements; failure to realise optimum benefits from effort and resource invested.		9	All Cabinet Members / SMT	B2
Reason for change in Direction of Travel Static				
Controls in place Portfolio Management process, SMT review of transformation, SMT/Integrated Planning process (as above), clear identification of transformation objectives, robust programme/project management. The establishment of the Transformation Board, with reps from across the Council whose role is to maintain an overview, assess priorities, ensure benefits are secured, etc.				
Action		Responsibility		Implementation Date
1	Strategic Management Team (SMT) review of current transformation projects	SMT		July 2010
2	(See risks 1 and 2) Portfolio Management process to provide complete picture of current transformation projects and programmes, and map interdependencies / overlaps / gaps against organisational capacity and alignment with strategic objectives	Corporate Director, Customer Service and Transformation		Interim report by September 2010; Complete report by December 2010
	Regular recommendations (identifying over-commitment or conflict of capacity / resources) to be provided to Quality Improvement Areas and SMT	Corporate Director, Customer Service and Transformation		September 2010 onwards
	SMT to agree portfolio management process and act on recommendations, directing resources and terminating / postponing projects/programmes accordingly	SMT		Agree process September 2010; SMT to act on

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			recommendations September 2010 onwards
3	Develop and publish a clear definition of transformation objectives and desired outcomes	Director of Customer Service and Transformation, with input from SMT	November 2010
4	Ensure robust programme and project management/ and governance arrangements, with specific focus on developing stronger, clearer business cases, on-going assessment and capacity review	Head of Service Transformation	July onwards
Progress with actions <Indicate whether actions are complete or give progress update>>			
1	Sep 2010 - SMT review of current transformation projects now embedded in monthly business reports. Nov 2010 – Complete (SMT review now a control)		
2	Sep 2010 - Actions relating to Portfolio Management are on track for presentation of interim report in September. Nov 2010 – Portfolio in place and updated monthly (now a control). Revised management process awaiting SMT approval in November, after which will follow regular recommendations to SMT and QIAs, and SMT actions.		
3	Sep 2010 - Transformation Strategy proposal was taken to Cabinet/SMT on 14th Sept, for steer from members to inform final strategy. A decision has been made to set up a Transformation Board; protocols and processes for this being discussed before confirmation of board membership. Nov 2010 – Transformation Board established. First meeting on 8/11 will define objectives and outcomes.		
4	Sep 2010 - Governance review under way, with a view to publication of draft proposals by 31st October. Review includes review of best practice externally and internally in other service areas. Nov 2010 – Governance defined and awaiting SMT approval in November.		

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Risk Title Performance		Risk Number	Risk Owner	Risk Score:
Risk Description				
<p>Trigger: increasingly challenging context and failure to deliver expected performance levels in context of service reductions. The current level of ambiguity around future performance measures and targets as well as changes in inspection regimes may result in the council being less focused on performance issues.</p> <p>Result: performance on key indicators declines below planned levels</p>		10	All Cabinet Members / SMT	B3
Reason for change in Direction of Travel				
<p>Worsening - annual performance report for 2009/10 already suggests a dip in performance although this may not be related to budget pressures. More 'red' NIs are appearing on the scorecard. Performance is likely to be redefined as budget reductions will have an impact on performance. Until national changes around performance management become clearer and the IPP is more advance, it will not be possible to reassess this risk more fully. Performance will slip but a view needs to be taken on what is considered an acceptable level of performance in the future.</p>				
Controls in place				
<p>Performance is currently managed at various levels across the organisation and this should give an early indication if performance is started to be adversely affected by budget reductions. Enhancing our Performance Board and Corporate Performance Indicator Group maintain an overview of performance issues, reporting any issues into Strategic Management Team via relevant Corporate Directors.</p>				
Action		Responsibility		Implementation Date
1	Performance Clinics (IPP) – it has been agreed to provide a six month of review of performance as a result of suspending the performance clinics. It is planned to use this as an opportunity to ask managers a specific question about any pressing performance concerns arising from budget decisions.	Director of Finance		31 October 2010
2	A review of the council's performance framework is underway with initial proposals to be developed by September 2010. Full implementation would follow by April 2011.	Director of Finance		30 September 2010; April 2011
3	Corporate Scorecard Review – this will contain a higher number of more 'sensitive'	Director of Finance		30 September

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	measures, as well as measures that reflect more strongly the totality of the council's business		2010
4.	Ensure Enhancing our Performance Board and CPIG maintain on overview of performance issues reporting any issues into SMT via relevant Corporate Directors	Director of Finance	Ongoing
5	FPP Management Team to ensure intelligence related to performance is fully shared at management team meetings and issues triangulated against performance reports and intelligence.	Director of Finance	Ongoing
6	Ensure managers are aware of the need to continue to monitor and review performance and raise issues through appropriate routes	Director of Finance	September 2010
7	As part of IP process suggested a structured review of future performance measures and targets is undertaken, subject to further government announcements	Director of Finance	Dec 2010 – January 2011
Progress with actions <Indicate whether actions are complete or give progress update>>			
1	A decision has been taken not to hold the performance clinics but regular briefings with the lead Cabinet member responsible for performance continue.		
2	The review of the council's approach to performance management is well underway. A final draft proposal will be considered by Cab/SMT in Jan 2010		
3	Complete.		
4	Enhancing our Performance Board has been suspended in the light of national changes to inspection and regulation work. The monthly Integrated Finance and Performance report therefore remains the only mechanism for identifying high level performance issues.		
5	Suggest that this item is given greater prominence at future FPP meetings.		
6	This has been ongoing. An article in the next countywide magazine will raise the profile of this issue across all staff in the new year.		

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Risk Title Housing Growth	Risk Number	Risk Owner	Risk Score:
<p>Risk Description</p> <p>Trigger: General economic downturn (reduced market liquidity and credit availability) and the recent dismantling of the regional planning structure</p> <p>Result: Housing growth falling behind target, shortfall in affordable housing, re-emergence of unsuitable sites made subject to planning applications, and a lack of co-ordinated strategic planning</p>	11	Cabinet Member for Growth, Infrastructure and Strategic Planning / Acting Executive Director, Environment Services	A2
<p>Reason for change in Direction of Travel</p> <p>No change in the risk score.</p>			
<p>Controls in place</p> <p>Joint planning and delivery arrangements are in place for major growth sites and strategic issues relating to growth. The joint working groups include the Northstowe Delivery Board, Growth Partnership Board, Senior Officer Board, Joint Strategic Growth Implementation Committee and the Cambridgeshire Horizons Board. These arrangements allow joint solutions to be identified and implemented to address development financing (for example the Horizons Board agreement of Housing Growth Fund allocations) and to respond to strategic issues affecting development finance.</p> <p>The New Communities Service ensures effective leadership and coordination of the County Council's work in preparing for growth and communicates in a timely fashion with our key stakeholders, South Cambridgeshire District Council, City Council, Cambridgeshire Horizons as well as the developers, and advises the Joint Development Control Committees and Cabinet. This work has included mechanisms to provide funding to help ensure development will start – for example securing Cabinet approval for the use of prudential borrowing for secondary education at Cambridge Southern Fringe.</p> <p>A Section 106 deferrals policy is in place to unlock housing sites where cashflow issues are preventing commencement of house building.</p>			

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The Local Development Framework policy of obtaining 40% affordable housing where viable remains despite the abolition of the Regional Spatial Strategy.			
Action		Responsibility	Implementation Date
1	Maximise investment in infrastructure and services from alternative sources of Government funding (e.g. Housing Growth Fund).	Cambridgeshire Horizons (lead body)	Ongoing
2	The six authorities are to agree a statement committing in principle to the 2003 Structure Plan Strategy following the abolition of the Regional Spatial Strategy.	Service Director Environment and Regulation	Autumn 2010
Progress with actions			
1	<ul style="list-style-type: none"> Alternative sources of funding are regularly sought to maximise investment. 		
2	<ul style="list-style-type: none"> The Public Services Board met on 28th July providing comments on the draft statement which is to go through each authority's Member processes for endorsement in autumn. 		

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Risk Title Infrastructure Funding Shortage		Risk Number	Risk Owner	Risk Score:
Risk Description Trigger: Insufficient funding is obtained from a variety of sources, including Government growth funds, Section 106 payments and other planning contributions to deliver required infrastructure. This is exacerbated by the recession and increased requests for deferral of developer contributions. Result: Problems delivering key infrastructure, services and developments, with consequent impacts on transport, economic, environmental, and social outcomes. Issues with repayment where investment has already been made.		12	Cabinet Member for Growth, Infrastructure and Strategic Planning / Acting Executive Director, Environment Services	A2
Reason for change in Direction of Travel No change in the risk score.				
Controls in place Maximisation of securing developer contributions is achieved through County Council input to Section 106 negotiations. A prudential borrowing strategy is in place to fund infrastructure where appropriate. The implementation of the Section 106 deferrals policy optimises the total collected amount of Section 106 by affording flexibility on the timing of payments. Maximisation of securing external funding for infrastructure and services (e.g. from Government grants) primarily through partnership working led by Cambridgeshire Horizons.				
Action		Responsibility		Implementation Date
1	Contribute County Council Service information to the Single Conversation Local Investment Plan, which will be used to leverage investment from Government departments and the Homes and Communities Agency.	Service Director Growth and Infrastructure		December 2010

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2	Work with District Councils to pilot the Community Infrastructure Levy (CIL) in Cambridgeshire, including demonstrating County Council infrastructure and service requirements in local infrastructure policies.	Service Director Growth and Infrastructure	July 2011
3	Develop strategy and investment priorities for Cambridge City and the surrounding area, taking into account the Government's cancellation of the Transport Innovation Fund.	Service Director Growth and Infrastructure	March 2011
4	Through work on the Local Transport Plan 3, establish a framework for bidding for transport funds.	Service Director Growth and Infrastructure	March 2011
5	Investigate the potential for use of Tax Increment Financing (working with Cambridgeshire Horizons).	Service Director Growth and Infrastructure	Ongoing
6	Arrangements to be formalised and implemented for a Greater Cambridge-Greater Peterborough Local Enterprise Partnership	Acting Executive Director, Environment Services	6 September 2010
Progress with actions			
1	<ul style="list-style-type: none"> Draft Cambridgeshire Local Infrastructure Plan (CLIP) to be considered by PDG on 2nd November 2010, with endorsement and sign off anticipated by Cabinet on 16 November 2010 and the Cambridgeshire Horizons Board in December 2010. 		
2	<ul style="list-style-type: none"> Huntingdonshire DC is aiming to adopt CIL by July 2011. East Cambridgeshire DC is aiming to adopt CIL in early 2012. 		
3	<ul style="list-style-type: none"> LTP3 is due to come into force in April 2011, which will update transport policies regarding Cambridge and Cambridgeshire as a whole. A Cambridge Area Transport Strategy (CATS) is being drawn up. 		
4	<ul style="list-style-type: none"> LTP3 is expected to be in place on time, providing an updated framework for bidding for transport funds. 		
5			
6	<ul style="list-style-type: none"> A bid was submitted to government in September 2010 for a Local Enterprise Partnership to cover Cambridgeshire, Peterborough and Rutland. Awaiting government approval and clarification on the precise role of Local Enterprise Partnerships. 		

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Risk Title Cambridgeshire Guided Busway	Risk Number	Risk Owner	Risk Score:
Risk Description Trigger: Failure by contractor to repay their risk share at the end of the contract Result: Financial impacts of additional interest payments and potential incomplete recover of costs. Prolonged legal dispute with associated costs.	13	Cabinet Member for Growth, Infrastructure and Strategic Planning / Acting Executive Director, Environment Services	C1
Reason for change in Direction of Travel No change in the risk score.			
Controls in place A strong 'pain-share' contract is in place that will oblige the contractor to meet a large portion of the costs of any overspend, with the Council liable for a capped proportion. A robust process is in place to manage the contractor's 'compensation event' claims, with each claim formally assessed by the Guided Busway Project Manager. Provision has been made for the anticipated borrowing requirements and a degree of non-recovery. Legal advice has been taken. The project is regularly reviewed and appropriate contingency arrangements are in place. The Busway Delivery Group (lead members + lead officers) meets fortnightly to review progress.			

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Embedded Assurance is being carried out.			
Action		Responsibility	Implementation Date
1	Continue to take legal advice and ensure sufficient expert resources are in place to defend the Council's position in disputes.	Service Director Growth and Infrastructure	By February 2011
2	Ongoing assessment of compensation event claims to finalise the target price ahead of completion.	Service Director Growth and Infrastructure	By end December 2010
Progress with actions			
1	<ul style="list-style-type: none"> • A strategy is being developed with legal advisers to manage the anticipated legal action. • Detailed papers are being drawn up on key areas of potential dispute. • Additional resource requirements have been identified and arrangements are being put in place to meet them. 		
2	<ul style="list-style-type: none"> • Assessment of compensation events is continuing. 		

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Risk Title Street Lighting PFI		Risk Number	Risk Owner	Risk Score:
Risk Description Trigger: Street lighting contract not awarded because the funding from DfT has unacceptable conditions attached. Result: Loss of £53 million of PFI credits and thus deteriorating street lighting stock. There is a small risk of the bidders wish to claim for bid preparation costs from the Government or less likely the Council.		14	Cabinet Member for Growth, Infrastructure and Strategic Planning / Acting Executive Director, Environment Services	D3
Reason for change in Direction of Travel Risk reducing; Ministerial confirmation of credits subject to 4 points of which 3 are acceptable. Cabinet have approved award, subject to the Final Business Case being approved by DfT and the final bullet point being resolved.				
Controls in place Procurement and operational risk registers are being maintained and a joint risk register with Balfour Beatty being established. <ul style="list-style-type: none"> • Preferred bidder has been selected by both Cambridgeshire and Northamptonshire. • Cabinet approved the award of the contract on 26 October subject to some minor clarifications. 				
Action		Responsibility		Implementation Date
1	<ul style="list-style-type: none"> • Continue to work with DfT to resolve the final points about funding. • Reach agreement with the service provider on all outstanding drafting issues • Agree final financial model with service provider • Provide full information on the final position with regard the financial, legal and technical, supported by letters of confirmation from external advisors, 	Service Director Highways and Access		December 2010

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	to the Director of Finance supported by the respective Cabinet Members so that the contract can be signed		
	<ul style="list-style-type: none"> Once signed agree all matters at financial close 		
Progress with actions <Indicate whether actions are complete or give progress update>>			
1			
2			
3			

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Risk Title Climate Change Mitigation		Risk Number	Risk Owner	Risk Score:
Risk Description Trigger: failure to stabilise and reduce operational greenhouse gas emissions and energy use Result: additional costs (arising from fuel and electricity consumption, and financial penalties associated with poor performance in the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme, and cost of allowances bought under auction as part of CRC); and reputational damage of not being able to demonstrate community leadership in tackling climate change		15	Cabinet Member for Growth, Infrastructure and Strategic Planning / Acting Executive Director, Environment Services	B3
Reason for change in Direction of Travel Static				
Controls in place <ul style="list-style-type: none"> The Climate Change and Environment Strategy (CCES) and Action Plan consists of 65 areas of action, for completion during the five years to 2013 (note the Action Plan is subject to a comprehensive review in 2010). The County Council's Climate Change Programme brings together areas of work within the strategy and action plan where appropriate senior and cross-authority support and engagement is necessary. The Climate Change Programme has a specific focus on managing carbon emissions from Council operations, and has an associated Carbon Management Plan and carbon reduction targets. Climate Change Programme Board established to direct the delivery of Climate Change objectives and ensure responsibility for appropriate actions are embedded within appropriate services across the County Council. Internal audit has been used to add challenge and ensure the Action Plan is robust, achievable and being effectively implemented 				
Action		Responsibility		Implementation Date
1	Action Plan to be reviewed in 2010	Director of Environment and		May 2010

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		Regulation	
2	Climate Change Programme Board to monitor and manage the delivery of the Carbon dioxide reductions from projects and business as usual across the authority and to use this to inform the CRC Energy Efficiency Scheme Trading Strategy	Director of Environment and Regulation	During 2010/11
3	Development of revised Action Plan	Director of Environment and Regulation	March 2011
Progress with actions <Indicate whether actions are complete or give progress update>>			
1	An Internal Audit of the 'Effectiveness of the organisational approach to tackling climate change' was completed in May 2010. The opinion of the audit was of 'limited assurance' and a number of recommendations were made to inform future activity. Whilst the review has focused on a number of issues relating to the Council's Climate Change and Environment Strategy, many of the recommendations relate to how the organisation is managing its approach to carbon reduction. The Climate Change Programme Board have already implemented several recommendations (an update on progress has been sent to Internal Audit) and will be taking on the remaining recommendations as part of the review of the CCES Action Plan which is currently underway.		
2	A new set of CORVU indicators for different sources of carbon emissions that make up the Council's carbon footprint have been created to enable closer in-year monitoring. The 2009/10 total figures for the Council's carbon footprint are also now available. Figures show a slight increase and targets for the 2009/10 have not been met; although some of the differences with the 2008/09 data are likely to be due to improvements in data quality.		
3	The Climate Change Programme Board have agreed a framework for the review of the CCES Action Plan and work is now underway to obtain commitment to action from all CCC directorates.		

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Risk Title Climate Change Adaptation		Risk Number	Risk Owner	Risk Score:
Risk Description Trigger: failure to prepare for and adapt to current and future changes in climate Result: Climate impacts resulting in:- <ul style="list-style-type: none"> • Social risks to vulnerable members of the population (e.g. increased risk of heat stress and mortality during hotter summers) • Economic risks (e.g. increased financial impact of flood damage) • Reputational risks (e.g. increased third party claims and costs associated with deformation and damage to the highways network) • Environmental risks (e.g. loss of local biodiversity and damage to sites) • Increased pressure on frontline service delivery (e.g. increasing number of phone calls and public enquiries to contact centre during extreme weather events) 		16	Cabinet Member for Growth, Infrastructure and Strategic Planning / Acting Executive Director, Environment Services	C3
Reason for change in Direction of Travel Static				
Controls in place The Adaptation Planning project is part of the Climate Change Programme and an Adaptation Project Group has been set up to contribute to and oversee delivery of an Adaptation Action Plan and cross authority approach to climate risk management. The Adaptation Planning project incorporates work on National Indicator (NI)188: Planning to Adapt to Climate Change. The Flood Risk Programme, which is managed separately, provides an additional control that focuses specifically on the risks presented to Cambridgeshire as a result of flooding and is working to meet our responsibilities as a Lead Local Flood Authority under the Flood and Water Act 2010, and reporting of NI 189 .				
Action		Responsibility		Implementation Date
1	Formalise project plan to identify and agree actions and milestones to achieve Level 3 of NI 188 by March 2011	Director of Environment and Regulation		August 2010

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2	Establish the priority climate-related risks for the Council to form the basis of the adaptation action plan.	Director of Environment and Regulation	November 2010
3	Draft the adaptation action plan, establishing ownership and agreeing adaptive responses in priority risk areas.	Director of Environment and Regulation	January 2011
Progress with actions <Indicate whether actions are complete or give progress update>>			
1	A project plan outlining the tasks required to meet Level 3 by March 2011 has been drafted and was taken to the Adaptation Project Board in October. A formalized project plan will be submitted in December 2010.		
2	A risk moderation workshop has been arranged for November, for the Adaptation Project Board to review and approve the priority risks for the Council.		
3	Progress dependent upon the outcome of Action 2.		

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Risk Title Community Engagement		Risk Number	Risk Owner	Risk Score:
Risk Description Trigger: Failure to engage with local communities and limited impact of residents on decisions about service delivery Result: loss of confidence in local services.		17	Cabinet Member for Communities / Executive Director Community and Adult Services	C3
Reason for change in Direction of Travel Static				
Controls in place Community Engagement Strategy and Action Plan Quarterly monitoring of actions against expected outcomes to ensure that they are having the desired effect Appropriate remuneration for participation (including organising transport, childcare, refreshments, expenses) Quarterly reporting of the activities of the neighbourhood management boards/panels Quarterly monitoring of the impact of neighbourhood management activities Adopting Service Level Agreements				
Action		Responsibility		Implementation Date
1	Establish a variety of engagement gateways to allow choice in participation.	Service Director Community Engagement (Fenland)		January 2011
2	Build the capacity of local people to become community champions and advocates to grow the community's capacity.	Service Director Community Engagement		On-going

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		(Fenland)	
3	Support community groups to empower them to share the workload.	Service Director Community Engagement (Fenland)	On-going
4	Go live with ShapeYourPlace.org in Fenland.	Service Director Community Engagement (Fenland)	January 2011
Progress with actions			
1	Community Engagement Action Plan is updated quarterly and reported to Community Engagement Programme Board. The Community Engagement Strategy has objectives that relate to increasing opportunities to participate in Council decision-making and shaping services. This is being refreshed in February to take account of further government ambition in this area.		
2	See 1 above. CCC and Community Engagement Directorate need to develop an inter-disciplinary approach to neighbourhood management activity in Hunts North. Funding has been provided from CCC mainstream resources to support Parish Planning.		
3	Work needs to be developed to ensure a robust corporate approach to social market development and this will be part of the refresh of the Community Engagement Strategy. Particular work has started on Social Engineering development and Parish Sector development (Parish Charter, SLA with CPALC). However there is a risk re 'localism', that major budget cuts will limit our ability to act in this area as Voluntary Community Sector groups may lose money or fold.		
4	ShapeYourPlace.org is live in Wisbech and the surrounding villages. Working with the developers to clone the site for the other 3 market towns.		

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Risk Title Community Cohesion		Risk Number	Risk Owner	Risk Score:
Risk Description Trigger: Failure to address issues of community cohesion. Result: exclusion of sections of the community, potentially resulting in increased community tensions and public dissatisfaction		18	Cabinet Member for Communities / Executive Director Community and Adult Services	C2
Reason for change in Direction of Travel Static				
Controls in place Community Cohesion Strategy and Action Plan				
Action		Responsibility		Implementation Date
1	Develop and implement Community Cohesion Strategies and Action Plans in each District.	Service Director Community Engagement (Fenland)		December 2010
2	Share understanding across Services of Cambridgeshire County Council approach to communities.	Service Director Community Engagement (Fenland)		Ongoing
Progress with actions				
1	There has been a varied response to implementing the Strategies. A review is underway			

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2	The Community Cohesion strategy has been presented to the Community Engagement Programme Board, which is made up of representatives from services (at Director / Head of Service level) and a review is taking place accordingly.
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Risk Title Safeguarding Vulnerable Children and Adults		Risk Number	Risk Owner	Risk Score:
Risk Description				
<p>Trigger: failure to follow the robust arrangements in place designed to prevent harm to adults and children</p> <p>Result: harm to an adult receiving services from Community and Adult Services or harm to children (including in Domestic Violence situations)</p>		19	Leader of the Council, Cabinet Member for Adult Social Care, Health and Well Being, Cabinet Member for Children / Chief Executive, Executive Director Children and Young People's Services (CYPS), Executive Director Community and Adult Services (CAS)	B1
Reason for change in Direction of Travel				
Worsening. Cumulative budget reductions may increase risk.				
<p>Controls in place</p> <p>Multi-agency Safeguarding Boards which effectively lead and monitor safeguarding processes in place across the council and partners, including the voluntary and community sector, in place for adults and children, for universal and targeted services.</p> <p>Implementation of Safeguarding Procedures, monitored during on-going supervision, and via quality assurance arrangements including case audits.</p> <p>Regular sharing of information with regulating bodies.</p> <p>Skilled and experienced safeguarding leads & their managers.</p> <p>Comprehensive and robust recruitment and training and development policies for staff, including safer employment practices and arrangements for induction and ongoing development.</p> <p>Effective implementation of the Common Assessment Framework to identify children at risk.</p>				
Action			Responsibility	Implementation Date
1	Ensure there is appropriate training in place for all staff working in the statutory, voluntary and independent sector, and in the wider community, to enable them to be aware of what abuse is and how to report it.		Executive Director (CYPS) / Executive Director (CAS)	Training on offer throughout the year with annual updates to the LSCB advertised training brochure.

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2	Effective management of safeguarding process by lead safeguarding staff, including regular reviews of all cases, with a revised CYPS Quality Framework introduced by July 2010.	Executive Director (CYPS) / Executive Director (CAS)	July 2010
3	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.	Executive Director (CYPS) / Executive Director (CAS)	Ongoing action following SCR findings and policy changes
4	Roll out of the Common Assessment Framework to ensure effective identification children.	Executive Director (CYPS)	Training complete across Cambridgeshire by March 2011.
Progress with actions <Indicate whether actions are complete or give progress update>>			
1	CYPS: The Local Safeguarding Children Board sets the strategic direction and quality of training and makes it widely available for statutory, voluntary, community and private sectors. CYPS supports and contributes to this via the LSCB: revision to the LSCB development programme now underway for 2011. CAS: Training for Cambridge Community Services NHS trust and NHS Cambridgeshire is being developed to meet the needs of a range of Health Staff including District Nurses, GPs etc. A programme of refresher training for Independent Domestic Violence Advocates is in train.		
2	CYPS: A revised Quality Framework was launched in June which includes a monthly audit of children's social care case files which identify and address issues around safe practice. Similar processes are in place for locality team practices. CAS: Training for service users is being developed, including working with policy to produce a DVD for victims of Hate Crime, Adult Safeguarding Service User and Carer Sub Group has been organised		
3.	CYPS: The CYP Social Care Performance Board focuses on continuous improvement in social care performance and practice. The 4 recent serious case reviews have now all been published and actions plans developed for each organisation led by the LSCB and informing practice with children and young people. CAS: Adult safeguarding case file audit has been carried out across Older Peoples, Mental Health and CAS Teams. Safeguarding guidance is being revised for presentation to the Adult Safeguarding Board in September.		
4	CYPS: CAF roll out underway.		

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Risk Title Resourcing Provision for children with complex needs		Risk Number	Risk Owner	Risk Score:
Risk Description Trigger: increase in the number of children and/or the complexity of their needs and the cost of providing appropriate services Result: children's needs cannot be met within the budget available		20	Cabinet Member for Children / Executive Director Children and Young People's Services	B2
Reason for change in Direction of Travel Worsening. Numbers of children receiving services have increased significantly and the trend is upward.				
Controls in place Deliver services that enable more children and young people to live at home with regular assessment of their needs. Plan provision through the use of regular audits of assessment processes to effectively identify children's needs at the earliest stage and the use of trend data. Multi-agency panels (including partner agencies) enable commissioners of services to consider and plan to meet needs jointly and agree funding.				
Action		Responsibility		Implementation Date
1	Develop and implement a placements strategy that sets out the reconfiguration of services to reduce the risk of children becoming looked after, introduces further measures to reduce the length of time that children are looked after and reduces the risk of children returning to care.	Executive Director Children and Young People's Services		April 2011
2	Develop further the Special Educational Needs (SEN) Strategy to enable special schools to meet the needs of children and young people with higher levels of need.	Executive Director Children and Young People's Services		March 2011

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3	Develop a cohesive set of services to support children and young people with Social, Emotional and Behavioural Difficulties (SEBD).	Executive Director Children and Young People's Services	October 2011
Progress with actions <Indicate whether actions are complete or give progress update>>			
1	Comprehensive series of projects on schedule, including the review of fostering and adoption, residential provision, short break services.		
2	Work delivered through a project as part of the SEN Programme and work is on track.		
3	Work is delivered through a Challenging and Complex Behaviours review: project in its early stages and expected to run to Sept 2012.		

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Risk Title Demographic Change		Risk Number	Risk Owner	Risk Score:
Risk Description		21	Cabinet Member for Adult Social Care, Health and Well Being, Cabinet Member for Children / Executive Director Children and Young People's Services (CYPS), Executive Director Community and Adult Services (CAS)	D3
<p>Trigger: unforeseen changes in population</p> <p>Result: correct range of provision not available with adverse impact on strategic objectives and performance and financial pressures</p>				
Reason for change in Direction of Travel				
Static				
Controls in place Joint Strategic Needs Assessments (JSNA) and effective commissioning strategies. Service Level Agreements with the Research Group to provide accurate data and forecast information regularly to inform commissioning of school places. Ensure data is shared and used effectively across the organisation and with partners.				
Action		Responsibility		Implementation Date
1	Regularly review JSNAs for specific groups and ensure demographic change information is used across all JSNAs.	Executive Director Children and Young People's Services / Executive Director Community and Adult Services		During 2010/11
Progress with actions				
1	CYPS: The JSNA for Children and Young People has been completed and recommendations are being discussed by the Health and Wellbeing Partnership and Children's Trust. The Data Profile which underpins this document is available to inform all partners who plan and commission service that impact on children CAS: JSNA information has been used in the review of library services.			

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Risk Title Recruitment and Retention – Children’s Social Care		Risk Number	Risk Owner	Risk Score:
Risk Description Trigger: Not enough appropriately qualified, capable and supported staff in Children's Social Care Result: that service delivery is poorer, leading to poorer outcomes for children and reflected in inspection results		22	Cabinet Member for Children / Executive Director Children and Young People’s Services (CYPS)	D3
Reason for change in Direction of Travel Improving. Vacancy levels are relatively low.				
Controls in place <ul style="list-style-type: none"> All workforce activity is monitored through the Social Care Workforce Project Board. This is chaired by the Service Director – Children’s Social Care. The Board oversees a number of separate work streams/bubbles including the ‘Recruitment Bubble’. This project includes representatives from Social Care, CYPS HR & HR Recruitment is responsible for the development and implementation of the Action Plan against agreed timeframes and priority areas. Regular monitoring of workforce movements to include the collation of vacancy data along with gathering workforce opinions through exit interviews against set criteria. 				
Action		Responsibility		Implementation Date
1	Further develop and implement the Workforce Development Strategy and Action Plan. The strategy complements the Departmental workforce strategy and the Local Safeguarding Children Board Strategy. Timescales are set for this work and activity monitored by the Project Board.	Executive Director Children and Young People’s Services		Throughout 2010/11

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2	Implement the 'Recruitment Bubble' workstream to oversee the development of the Recruitment and Retention Action Plan and deliver the wide range of activity to encourage recruitment and retention of social care staff. Timescales are set for key activities and monitored via the Project Board.	Executive Director Children and Young People's Services	Throughout 2010/11
3	Close working relationships with the Agency Recruitment Team secured and developed to source reliable and capable temporary staff when required.	Executive Director Children and Young People's Services	Throughout 2010/11
Progress with actions <Indicate whether actions are complete or give progress update>>			
1	The Workforce Strategy has now reached Phase 2 (2010/11). Phase 1 has been completed. The Strategy encompasses all aspects of workforce development including recruitment, retention, skill & knowledge mix, workforce planning, supervision, training & learning opportunities. In total over 50 designated actions each with a dedicated Manager and agreed deliverable timelines are included.		
2	The 'Recruitment Bubble' membership has already been agreed and several meetings have taken place to consider development and implementation of the Recruitment Action plan. Reports are shared and also cascaded within the Department.		
3	Close links have been developed with the Agency Recruitment Team and in the new tendering exercise have recognised the importance of having a wide number of agencies on the books in relation to employing Social Workers to ensure the selection process is successful. Minimal numbers are recruited through the Agency Recruitment Team.		

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Risk Title Pooled Budgets		Risk Number	Risk Owner	Risk Score:
Risk Description				
Trigger: unbudgeted demand pressures in pooled budgets, especially with regards to older people		23	Cabinet Member for Adult Social Care, Health and Well Being, / Executive Director (CAS)	B3
Result: social care needs cannot be met within the budget available, adverse effect on relations between partners				
Reason for change in Direction of Travel				
Static				
Controls in place				
Joint Strategic Needs Assessments (JSNA) Joint commissioning strategies Cambridgeshire Care Partnership (CCP) oversees the 3 Pooled Budgets of Older People (OP), Learning Disability (LD) and Integrated Community Equipment Services (ICES).				
Action		Responsibility		Implementation Date
1	Continue to utilise JSNAs to forecast demand for services.	Service Director Adult Support Services		Ongoing
2	Review Section 75 Agreements (that outlines roles and responsibilities) for Pooled Budgets.	Service Director Adult Support Services		
3	Ensure effective implementation & monitoring of the section 75 agreements in service areas.	Service Director Adult Support Services		Quarterly
4	Ensure robust financial controls are in place and accurate and timely financial data is produced.	Service Director Adult Support Services		Quarterly

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5	Develop pathways for unforeseen care, for reablement and for Delayed Transfers of Care.	Service Director Adult Support Services	
Progress with actions			
1	A Joint Strategic Needs Assessment (JSNA) has been produced for Adults of Working Age with mental health problems, learning disabilities and with sensory or physical impairment. There is also one for Older People. These were completed in Phase 1 of the programme. In the current Phase 4, the Older People and Mental Health JSNA have been refreshed. The Draft Phase 4 Summary report was issued to Cabinet / SMT on 1 November.		
2	There is 1 for each Pooled Budget. The Learning Disability one is agreed, pending an issue over Section 48 (the NHS contribution). The Older People's one is signed pending the financial risk associated with the sharing of any deficit or surplus between the PCT and CCC. The ICES agreement is signed. The next Cambridgeshire Care Partnership (CCP) meeting in November is reviewing the understanding of Section 75. These agreements will almost certainly need amending as a result of the Government White Paper on Health. Where refreshed Section 75 agreements have not been signed off, existing agreements continue to operate, so there is not a situation where any activity is without a current applicable Section 75 agreement.		
3	Older Peoples budget may be more difficult to manage as commissioning is by PCT, managed by Cambridgeshire Community Services (CCS) and paid by CCC. Awareness of budget issues is generally later with Older People than with Learning Disability and ICES as CCS prepare budget reports.		
4	Service Level Agreement (SLA) with Mental Health Trust on Learning Disability and reports monthly. ICES has a Commissioners meeting with PCT and CCC. On Older People, the current Action Plan is reviewed monthly by PCT, CCS and CCC. Older People is also reported to Cambridgeshire Care Partnership monthly.		
5			

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Risk Definition Tables

Probability

Description	Descriptor	Scale
May only occur in exceptional circumstances, highly unlikely	Very Low	E
Is unlikely to occur in normal circumstances, but could occur at some time	Low	D
Likely to occur in some circumstances or at some time	Moderate	C
Is likely to occur at some time in normal circumstances	High	B
Is highly likely to occur at some time in normal circumstances	Very High	A

Impact

Description	Descriptor	Scale
Insignificant disruption to internal business or corporate objectives Little or no loss of front line service No environmental impact No reputational impact Low financial loss <£100k	Negligible	5
Minor disruption to internal business or corporate objectives Minor disruption to front line service Minor environmental impact Minor reputational impact Moderate financial loss >£100k <£500k	Marginal	4

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Description	Descriptor	Scale
Noticeable disruption to internal business and corporate objectives Moderate direct effect on front line services Moderate damage to environment Extensive reputational impact due to press coverage Regulatory criticism High financial impact >£500k < £1m	Significant	3
Major disruption to corporate objectives or front line services High reputational impact – national press and TV coverage Major detriment to environment Minor regulatory enforcement Major financial impact >£1m <£2.5m	Critical	2
Critical long term disruption to corporate objectives and front line services Critical reputational impact Regulatory intervention by Central Govt. Significant damage to environment Huge financial impact >£2.5m	Catastrophic	1