

**Cambridgeshire County Council Summary Corporate Risk Register
November 2011**

Appendix 1

Risk Number	Risk Title	Risk Description	Probability	Impact	Overall Risk Score	Direction of travel	Risk Owner	
							SMT Member	Portfolio Holder
1	IPP Formulation and Delivery	<p>Triggers:</p> <p>1. Failure to have clear political direction, priorities, vision and values. Organisation not sufficiently aligned to face challenges.</p> <p>2. Assumptions in Integrated Plan regarding the wider economic situation are inaccurate.</p> <p>3. Failure to plan effectively (with partners) in order to deliver against approved Integrated Plan in terms of efficiency savings or transformation</p> <p>Result: The Council is unable to achieve required savings and fails to meet statutory responsibilities or budget targets; need for reactive in-year savings; adverse effect on delivery of outcomes for communities</p>	4	4	16	↔	Chief Executive	Leader
2	Shared Services programme	<p>Triggers:</p> <p>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>2. failure to adapt to likely significant changes in the way the authority manages and delivers its services.</p> <p>3. failure to sign up additional customers to LGSS and delivery of the LGSS savings dependent on this.</p> <p>4. failure to manage LGSS service delivery to CCC</p> <p>Result: failure of the Local Government Shared Service (LGSS) programme and adverse impact on support service delivery and budget position</p>	3	3	9	↔	Director of Finance	Cabinet Member Resources and Performance

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3	Workforce reductions, recruitment and retention	<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, industrial action</p>	3	3	9	↔	Director of Human Resources and Organisational Development	Cabinet Member Resources and Performance
4	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>	3	4	12	↔	Director of Finance	Cabinet Member Resources and Performance

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5	Failure of Partnership working	<p>Triggers:</p> <ul style="list-style-type: none"> 1. Governance arrangements to support statutory partnership arrangements (including LEP, Health & Wellbeing Board, Police and Crime Panel) are ineffective 2. Disagreement between partners over prioritisation/incompatibility of local priorities, failure to reach (consensus) decisions, 3. Lack of resources - financial, people 4. Failure to adhere to statutory or legislative requirements <p>Result: Reduced ability for partners to work together effectively and efficiently, and target limited resources to achieve shared outcomes</p>	3	3	9	↔	Chief Executive	Leader
8	Housing growth	<p>Trigger: General economic downturn (reduced market liquidity and credit availability) the dismantling of the regional planning structure and constraints placed on growth by the A14.</p> <p>Result: Housing growth fails to meet to meet housing need, shortfall in affordable housing, re-emergence of unsuitable sites made subject to planning applications, and lack of co-ordinated strategic planning. New communities cannot be delivered in their totality, undermining their suitability viability and the provision of necessary infrastructure</p>	4	4	16	↔	Executive Director, Environment Services	Cabinet Member for Growth and Planning

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9	Infrastructure funding shortage	<p>Trigger: Insufficient funding obtained from a variety of sources, including Government funds, Section 106 payments and other planning contributions, e.g. Community Infrastructure Levy (CIL). 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>	4	4	16	↔	Executive Director, Environment Services	Cabinet Member for Growth and Planning
10	Cambridgeshire Guided Busway	<p>Trigger: Settlement of Busway disputes exceeds contingency allowances already made</p> <p>Result: Financial impacts of additional costs to Council above contingency</p>	1	4	4	↔	Executive Director, Environment Services	Cabinet Member for Growth and Planning
13	Localism and 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 service delivery and service transformation.</p>	3	3	9	↔	Executive Director Community and Adult Services	Cabinet Member for Community Engagement

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14	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>	3	3	9	↔	Executive Director Community and Adult Services	Cabinet Member for Community Engagement
15	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 children (including in Domestic Violence situations) and adults receiving services from Community and Adult Services</p>	3	4	12	↔	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 and Young People's Services, Cabinet Member for Adult Services
16	Resourcing Provision for children and adults	<p>Trigger: Unanticipated Increase in needs of children and adults</p> <p>Result: the needs of children and adults cannot be met with the resultant adverse impact on strategic objectives</p>	4	3	12	↑	Executive Director Children's and Young People's Services/ Executive Director Community and Adult Services	Cabinet Member for Children and Young People's Services, Cabinet Member for Adult Services

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18	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>	4	3	12	↔	Executive Director Community and Adult Services	Cabinet Member for Adult Services
19	IT Resilience	<p>Trigger: A failure in availability and/or performance of service-critical IT systems which cannot be rapidly resolved</p> <p>Result: Prolonged loss of systems and/or connectivity, leading to inability to deliver services, support vulnerable adults and children, and interact with partners; loss of reputation</p>	3	4	12	↓	LGSS Director of Operations	Cabinet Member for Resources and Performance
20	Non compliance with legislative and regulatory requirements	<p>Triggers:</p> <ol style="list-style-type: none"> 1. Staff unaware of changes to legislative/regulatory requirements 2. Lack of staff training 3. Lack of management review <p>Results:</p> <ol style="list-style-type: none"> 1. Adverse reports from regulators 2. Criminal or civil action against the Council 3. Reputational damage 	2	4	8	↓	Chief Executive	Cabinet Member for Resources and Performance

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21	Business Disruption	<p>Triggers:</p> <ol style="list-style-type: none"> 1. Industrial action 2. Pandemics 3. Adverse weather 4. Loss of use of assets 5. Loss of 'utility' services <p>Results:</p> <ol style="list-style-type: none"> 1. Death or injury to vulnerable people for whom the Council has a responsibility 2. The Council is unable to meet legislative and statutory requirements 	4	3	12	↔	Head of Service Transformation	Cabinet Member for Resources and Performance
22	Cambridgeshire Future transport	<p>Triggers</p> <ol style="list-style-type: none"> 1. The programme fails to identify and generate sufficient efficiency savings 2. CCC is committed in principle to pooling budgets however uncertainty over project benefits may delay agreement from partners <p>Results Inability to overcome funding constraints and meet accessibility requirements of Cambridgeshire residents</p>	3	3	9	↔	Director of Strategy and Development	Cabinet Member for Growth and Planning

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RISK PROBABILITY

Description	Descriptor	Scale
May only occur in exceptional circumstances, highly unlikely	Very Low	1
Is unlikely to occur in normal circumstances, but could occur at some time	Low	2
Likely to occur in some circumstances or at some time	Moderate	3
Is likely to occur at some time in normal circumstances	High	4
Is highly likely to occur at some time in normal circumstances	Very High	5

RISK 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	1
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	2
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	4
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	5