Corporate Risk Register

To:	Strategy and Resources Committee
Meeting Date:	30 September 2022
From:	Service Director: Finance and Procurement (Section 151 Officer)
Electoral division(s):	All
Key decision:	No
Forward Plan ref:	Not applicable
Outcome:	Good risk management - including the identification of risks and triggers as well development of mitigating actions - should inform decision making and areas for improvement; lead to better overall management of the Council's business; and protect the Council's assets, workforce, finances and services.
Recommendation:	The Committee is recommended to note and comment on the corporate risk register.

Officer contact:
Name: Neil Hunter
Post: Head of Diligence and Best Value
Email: Neil.Hunter@cambridgeshire.gov.uk
Tel: 01223 699241

Member contacts:
Names: Councillors L. Nethsingha and E. Meschini
Post: Chair/Vice-Chair
Email: lucy.nethsingha@cambridgeshire.gov.uk; elisa.meschini@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

1.1 Risk Management is the process by which the Council understands and proactively considers the principal uncertainties and overall risks facing the organisation. Through effective risk management we aim to optimise success by minimising threats. The objective is to ensure that risks that might impact upon the Council achieving its plans are identified and managed on a timely basis and in a proportionate manner. The Accounts & Audit (England) Regulations 2015 require the authority to have a sound system of internal control which includes effective arrangements for the management of risk.

1.2 Under the Council's constitution, the Strategy & Resources Committee is responsible for the development and oversight of the Council's risk management and strategy. The Audit & Accounts Committee also has important functions in relation to risk, including considering the effectiveness of the risk management arrangements and associated control environment and to seek assurances that appropriate action is being taken in response to risk.

1.3 Risk is inherent in our delivery of high-quality public services. The volatility, complexity and ambiguity of the Council's operating environment continues to increase, and taxpayers rightly expect transparency and accountability from the Council in managing the impacts of risk. We are committed to managing risk so that we enhance strategic planning and prioritisation and achieve our objectives with agility.

1.4 The risk management approach adopted by the Council is based on identifying, assessing, managing and monitoring risks at all levels across the Council. Risk registers operate at three tiers across the organisation: (a) service/project specific, (b) directorate, and (c) corporate.

1.5 This covering report is provided to the Corporate Risk Register (CRR) attached at appendix 1.

2. Main Issues

2.1 At the Corporate Leadership Team (CLT) meeting on the 22nd August 2022, the corporate risks were reviewed, and one, the Council does not have enough budget to deliver agreed short and medium- term corporate objectives, was assessed to be in excess of the Council's risk appetite (rated 'red', in the range 16-25). CLT also agreed that a potential new corporate risk around Climate Change would be drafted by the Executive Director of Place and Sustainability for challenge and consideration although it should be noted that this may be appropriately addressed through climate change triggers in the existing corporate risks.

2.2 Although Public Health (PH) does have its own risk register it does not have an obvious corporate risk and few existing corporate risks have public health triggers. The PH risk register is presented to Adults and Health Committee for challenge but is not reviewed by Strategy and Resources Committee which does represent a current gap in risk oversight. CLT agreed that it would receive the PH risk register at the quarterly cycles, alongside the CRR, rather than immediately create a new corporate risk. This would avoid duplication and facilitate escalation of risk to the CRR should CLT feel that appropriate.

2.3 CLT also agreed that a focussed and specific meeting covering both assurance and risk issues will, in future, be held quarterly to enable a deeper dive and scrutiny of the corporate risk register. This meeting will also give CLT collectively the opportunity to review and challenge a sample of directorate risk registers, including the assurances that are being

relied upon by individual Executive Directors and risk owners that confirms the recorded key controls are proportionate, effective, and operating well in practice.

2.4   The remainder of this section of the report gives a summary of each corporate risk detailing the owner, date last reviewed, a brief overview of the risk, raw and residual risk alongside narrative supporting change in scoring, an impact statement, key controls to manage the risk and actions in progress to further mitigate risk. As can be seen, since the last review by S&R Committee, the corporate risk that assesses the Council's arrangements for safeguarding vulnerable adults, children and young people has now been split into two corporate risks (risks 1 and 2) and there is a new corporate risk that assesses cybercrime (risk 9).

2.4.1 Corporate risk 1 - The Council's arrangements for safeguarding vulnerable ADULTS fail

Owner: Executive Director of People Services
Last Review: August 2022

Risk Overview

Abuse of adults in the community can occur anywhere and can take many forms. To best mitigate the risk of abuse occurring and to support individuals where abuse has occurred, there are a range of safeguarding measures in place.

Residual Risk

	March 2022	August 2022	Narrative
Raw Risk	**25**	**25**	**No Change**
Residual Likelihood	**3**	**3**	**No Change**
Residual Consequence	**5**	**5**	**No Change**
Residual Risk	**15**	**15**	**No Change**

Impact Statement

Serious harm, including death; long term mental challenges; legal, financial, and reputational consequences; intervention; loss of trust in Council.

Key controls in place to manage the risk

Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Serious Case Reviews and safeguarding.

Comprehensive and robust safeguarding training, ongoing development policies and opportunities for staff, and regular supervisions that monitor and instil safeguarding procedures and practice.

Multi-agency Safeguarding Boards and Executive Boards provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity.

Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance.

Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission

Outstanding Actions and dates for implementation

None

2.4.2 Corporate risk 2 - Failure of the Council's arrangements to safeguard vulnerable CHILDREN & YOUNG PEOPLE

Owner: Executive Director of People Services
Last Review: August 2022

Risk Overview

Abuse and harm of children and young people in the community can occur anywhere and can take many forms. To best mitigate the risk occurring and to support individuals where abuse or harm has occurred, there are a range of safeguarding measures in place.

Residual Risk

	March 2022	August 2022	Narrative
Raw Risk	**25**	**25**	**No Change**
Residual Likelihood	**3**	**3**	**No Change**
Residual Consequence	**5**	**5**	**No Change**
Residual Risk	**15**	**15**	**No Change**

Impact Statement

Serious harm, including death; long term mental challenges; legal, financial, and reputational consequences; intervention.

Key controls in place to manage the risk

Multi-agency Safeguarding Boards and Executive Boards provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity specific safeguarding situation between partners.

Coordinated work between multi-agency partners. In particular Cambridgeshire Police, the County Council and other agencies to identify child sexual exploitation, including supporting children and young people transitions to adulthood, with the oversight of the Safeguarding Boards.

Comprehensive and robust safeguarding training, ongoing development policies and opportunities for staff, and regular supervisions monitor and instil safeguarding procedures and practice.

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.

Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance.

Whistleblowing policy, robust Local Authority Designated Officer (LADO) arrangements and complaints process inform practice.

Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission.

Outstanding Actions and dates for implementation

None

2.4.3 Corporate risk 3 - The Council does not have enough budget to deliver agreed short and medium- term corporate objectives

Owner: Service Director: Finance and Procurement (Section 151 Chief Financial Officer)
Last Review: August 2022

Risk Overview

The financial uncertainties facing the Council may significantly impact upon the ability to fully deliver its strategic objectives. The requirement to deliver a balanced budget in the short and medium term will likely result in increasingly difficult spending decisions that may further impact the delivery of key services.

Residual Risk

	March 2022	August 2022	Narrative
Raw Risk	25	25	**No Change**
Residual Likelihood	3	4	**The 'safety valve' process for DSG (dedicated schools grant) whereby CCC has to fund high needs deficit and economic conditions/ inflationary pressures have increased the likelihood of this risk.**
Residual Consequence	4	4	**No Change**
Residual Risk	12	16	**Increased Likelihood**

Impact Statement

Council being unable to deliver key services in line with strategic objectives; increased likelihood of other corporate risks occurring; issuing of Section 114 notice and consequential emergency budget; intervention; inability to deliver statutory responsibilities; reputational.

Key controls in place to manage the risk

Robust Business Planning process.

Scheme of Financial Management, including Budget Control Report for the Council as a whole and operational divisions.

Integrated resources and performance reporting (accountable quarterly to S&R), tracking budget, savings, activity and performance.

Operational division Finance and Performance Reports (accountable monthly to Service Committees), tracking budget, savings, activity and performance.

Suite of key corporate policies and procedures, e.g., financial procedure rules, Anti-fraud and corruption, Whistleblowing, codes of conduct.

Procurement processes and controls ensure that best value is achieved through procurement.

Rigorous treasury management system plus tracking of national and international economic factors and Government policy.

Rigorous risk management discipline embedded in services and projects
Adequate reserves.

Outstanding Actions and dates for implementation

None

2.4.4 Corporate risk 4 - A serious incident occurs, preventing services from operating and/or requiring a major incident response

Owner: Executive Director of Strategy and Partnerships
Last Review: August 2022

Risk Overview

Disruption can be caused by a high impact major event or major incident occurring. This could include the effect of climate change, such as flooding or air quality, a pandemic or civil unrest.

Residual Risk

	March 2022	August 2022	Narrative
Raw Risk	25	25	**No Change**
Residual Likelihood	3	3	**No Change**
Residual Consequence	4	4	**No Change**
Residual Risk	12	12	**No Change**

Impact Statement

Disruption to key infrastructure and services across the County, potentially over an extended period and involving more than one incident; serious injury or harm to citizens and/or employees; inability to meet legislative or statutory requirements; increase in service demand; reputational damage.

Key controls in place to manage the risk

Multi-agency collaboration through the Cambridgeshire and Peterborough Local Resilience Forum.

Corporate Emergency Plan.

Corporate and service business continuity plans; business continuity testing.

Corporate communication channels in case of emergency.

IT security – data encryption, hardware firewalls, network traffic monitoring, inbound mail monitoring, spam filters, web content filtering, anti-virus software.

Outstanding Actions and dates for implementation

Fire safety. On-line training now in place. All staff required to complete this prior to returning to a workplace (post Covid). Staff followed up who have failed to complete it. Programme of training evacuations have/are taking place, particularly with return to workplaces. Owner, Service Director: Finance and Procurement (Section 151 Chief Financial Officer). ONGOING.

Testing disaster recovery plans. Owner, Executive Director of Strategy and Partnerships. No implementation date set.

2.4.5 Corporate risk 5 - The Council does not deliver its statutory or legislative obligations

Owner: Director of Law and Governance and Monitoring Officer
Last Review: August 2022

Risk Overview

Council decisions and actions are not in compliance with legal and regulatory requirements.

Residual Risk

	March 2022	August 2022	Narrative
Raw Risk	**25**	**25**	**No Change**
Residual Likelihood	**2**	**2**	**No Change**
Residual Consequence	**5**	**5**	**No Change**
Residual Risk	**10**	**10**	**No Change**

Impact Statement

Harm to citizens; National government intervention/challenge; criminal or civil action against the Council; reputational.

Key controls in place to manage the risk

Monitoring Officer role Proactive role on CLT. Sign off on all legislative changes.
Code of Corporate Governance.

Community impact assessments required for key decisions.

Business Planning process used to identify and address changes to legislative/regulatory requirements.

Service managers kept up to date with changes by Monitoring Officer / Pathfinder Legal Services, Government Departments, professional bodies, involvement in regional and national networks.

Constitutional delegation to Committees and CLT.

External review of democratic structures and committee effectiveness by the Centre for Governance and Scrutiny.

Outstanding Actions and dates for implementation

Currently unable to report on who hasn't completed mandatory training i.e., no exception reporting. System not sufficient. Proposal to be brought by Data Protection Officer. Owner: Director of Law and Governance and Monitoring Officer, no implementation date set.

2.4.6 Corporate risk 6 - The Council's human resources are not able to meet business need

Owner: Assistant Director: Human Resources
Last Review: August 2022

Risk Overview

Insufficient or ineffective resource management could result in the inability to deliver key services or implement council strategy; inability to deliver major projects & programmes; inability to meet stakeholder expectations.

Residual Risk

	March 2022	August 2022	Narrative
Raw Risk	**25**	**25**	**No Change**
Residual Likelihood	**3**	**3**	**No Change**
Residual Consequence	**5**	**5**	**No Change**
Residual Risk	**15**	**15**	**No Change**

Impact Statement

Failing to comply with statutory and legislative requirements; low morale and negative impact on wellbeing; inability to recruit staff with the necessary knowledge & experience; reputational.

Key controls in place to manage the risk

Fair recruitment policy. Recruitment and Retention Board meets bi-monthly, focused on social care.

3-year People Strategy, endorsed by Members with accompanying action plan to ensure the right focus on recruitment, retention, and talent management.

Regular Employee Engagement Surveys established to identify and respond quickly to emerging issues and concerns.

HR Business Partners - work with service to help anticipate and meet the demands within each area.

Targeted recruitment campaigns.

Appraisal system linked to performance management.

Use of Consultants Policy.

New online learning and development platform (Our Development) now implemented.

Outstanding Actions and dates for implementation

New values and behaviours framework. Owner: Assistant Director: Human Resources, aligned to the refresh of the Council's People Strategy, due for implementation in April 2023.

Work with the service directors to create a comprehensive L&D strategy to support the wider People Strategy. Owner: Assistant Director, Human Resources, aligned to the refresh of the Council's People Strategy, due for implementation in April 2023.

2.4.7 Corporate risk 7 - Insufficient community infrastructure to deliver the Council's services

Owner: Executive Director of Place and Sustainability
Last Review: August 2022

Risk Overview

The Council requires sufficient and appropriately maintained community infrastructure in order to deliver key services. This includes the health and safety of users.

Residual Risk

	March 2022	August 2022	Narrative
Raw Risk	25	25	**No Change**
Residual Likelihood	3	3	**No Change**
Residual Consequence	4	4	**No Change**
Residual Risk	12	12	**No Change**

Impact Statement

Negative impact on transport, economic, environmental, and social outcomes; increased borrowing requirements; pressure on maintenance budgets; unsustainable or reduced growth; growth that is not inclusive.

Key controls in place to manage the risk

Maximisation of developer contributions through Section 106 negotiations. Policy is to deal with strategic development sites through s106, not including CIL and deferrals.

Capital Programme Board.

Prudential borrowing strategy.

Review, scrutiny, and challenge of design and build costs to ensure maximum value for money.

Co-ordination of requirements across partner organisations to secure viable shared infrastructure.

Annual school capacity return to Department for Education seeks to ensure maximum levels of funding for basic need.

Maximise annual maintenance block funding from Central Government, maintaining band 3 of the incentive fund.

Outstanding Actions and dates for implementation

None

2.4.8 Corporate risk 8 - Failure to Deliver Key Council Services

Joint owners: Executive Director Place and Sustainability and Executive Director: of People Services
Last Review: August 2022

Risk Overview

Inability to deliver key council services, to the required quality, that meets statutory and legislative requirements and citizens expectations.

Residual Risk

	March 2022	August 2022	Narrative
Raw Risk	**25**	**25**	**No Change**
Residual Likelihood	**2**	**2**	**No Change**
Residual Consequence	**5**	**5**	**No Change**
Residual Risk	**10**	**10**	**No Change**

Impact Statement

Vulnerable adults, children and young people at increased risk of harm, poor health, and social outcomes and/or not reaching the educational; and independence potential; intervention, reputational.

Key controls in place to manage the risk

Since April 22, the market sustainability and inflation plan has been approved. Officers are mindful of ensuring financial control, especially in light of uplifts and cost of living costs. These are both being monitored through existing contract arrangements and senior management financial monitoring. This is also fed into business planning cycles, to ensure that we have appropriate levels of inflation and demand investment incorporated into budgets to manage uplifts with providers. A wider Fair Cost of Care Review is being undertaken with the market, in line with national requirements, which will inform our future strategy to market sustainability.

Two frameworks have been developed outlining, short, medium and longer-term plans for ensuring future sufficiency for those Children with SEND needs and also for Early Years and Childcare sufficiency which was agreed by CYP Committee on 1 March 2022. Further action plans are now in development.

All P&C service have adequate Business Continuity Plans in place which are reviewed regularly in light of national covid changes.

Family safeguarding model is shown to be more effective in working with families with complex needs and continuing to work closely with key placement providers is ongoing.

Recruitment and retention of skilled staff is good in some areas and less so in others. Recruitment campaigns and agency staff are proving to be beneficial currently.

Outstanding Actions and dates for implementation

None

2.4.9 Corporate risk 9 - The Council is victim of Cyber crime

Owner: Executive Director of Strategy and Partnerships
Last Review: August 2022

Risk Overview

There is increasing and constant threat of attack on the Council's digital & technical infrastructure from malicious sources.

Residual Risk

	March 2022	August 2022	Narrative
Raw Risk		**25**	**New Risk**
Residual Likelihood		**3**	**New Risk**
Residual Consequence		**5**	**New Risk**
Residual Risk		**15**	**New Risk**

Impact Statement

Regulatory breach subject to Information Commissioner action, reputational harm to the Council and disclosure of private information; Inability or degradation in the ability of Council staff and public; network; credentials and/or data being made available to unauthorised third parties; financial ransom to recover access, reinstallation and restore operations and release of confidential data.

Key controls in place to manage the risk

Staff training on the correct handling of private data, and to use technical controls available to the Council to limit the likelihood of this happening.

Using the automated denial of service mitigation service provided by our wide area network provider MLL. This will inform us of any denial of service attempts and mitigation activities.

Multiple layer of anti-malware protection on Firewalls, email and end-points to prevent malware with frequent signature updates.

Educate users as to the likelihood of Phishing and actions to be taken when encountered. Multiple layers of Phishing detection are in place and these will delete or mark messages as appropriate. External messages are also marked as such as they contain a higher risk of Phishing. Multifactor authentication is used to reduce the likelihood of successfully exploiting Phished credentials.

Technical controls to limit access to the Council VOIP system to the UK only. Normal usage is monitored by the provider and Council staff so that any deviation from normal use patterns can be identified and alerted upon.

Identify and patch vulnerabilities in a timely manner, which should be with 14 days for vulnerabilities rated critical or high on the CVSS scoring system. Firewall, Email, Website access and end-device technical controls will be used to eliminate or reduce the risk on known\unknown vulnerabilities from being exploited. NCSC Early Warning, WARP and other third-part intelligence source will be used to identify vulnerabilities as soon as possible.

Outstanding Actions and dates for implementation

If Disaster Recovery (DR) is invoked systems will be available however performance in that environment has not been tested to ensure all functionality is available. DR test is to be planned in for 2022/23 as the impact of the SAN project will change the configuration and infrastructure and how the environment will work.

2.4.10 Corporate risk 10 - The Council fails to comply with Information Governance legislation and industry standards

Owner: Director of Law and Governance and Monitoring Officer
Last Review: August 2022

Risk Overview

A lack of oversight and control of information management may lead to information being mis-handled.

Residual Risk

	March 2022	August 2022	Narrative
Raw Risk		25	New Risk
Residual Likelihood		3	New Risk
Residual Consequence		4	New Risk
Residual Risk		12	New Risk

Impact Statement

Data subjects suffer loss, detriment and distress as result of poor management of data; Legal action/Information Commission Officer involvement.; damage to the reputation of the council and adverse publicity; Complaints.

Key controls in place to manage the risk

Mandatory data protection and security training for all staff.

Use of data protection impact assessments in all projects and procurements.

Regular communications to all staff and at key locations (e.g., printers).

A comprehensive set of information and security policies.

Joint information management board, chaired by senior info risk owner (CLT member), with representative of all directorates along with DPO and both Caldicott Guardians. Board oversees IG and cyber security activity.

Established procedure for notifying, handling, and managing data breaches.

Data breaches, training feedback and performance indicators reported to info management board and CLT.

CLT provided with annual assurance on penetration testing around cyber security A review of the records retention schedule and asset register is underway with CCC.

Outstanding Actions and dates for implementation

None

2.4.11 Corporate risk 11 - Failure of key partnerships or contracts

Owner: Service Director: Finance and Procurement (Section 151 Chief Financial Officer)
Last Review: August 2022

Risk Overview

The failure of key partners/contractors or ineffective contract management arrangements may result in key services and major projects not being delivered or not being delivered within required time and budget envelope.

Residual Risk

	March 2022	August 2022	Narrative
Raw Risk	**25**	**25**	**No Change**
Residual Likelihood	**3**	**3**	**No Change**
Residual Consequence	**4**	**4**	**No Change**
Residual Risk	**12**	**12**	**No Change**

Impact Statement

Best value not being achieved; loss of monies; negative impact on capital/revenue budget; interruption to outcomes and service delivery; reduced quality, health & safety concerns; reputational.

Key controls in place to manage the risk

Contract Procedure Rules and associated guidance and training, Partnerships Advice and Guidance Document, Grants to Voluntary Organisations Policy.

Contracts Register.

Procurement Governance Board.

Head of Diligence and Best Value role.

Business Continuity Planning processes.

Corporate due diligence processes.

Declarations of Interest processes within the Codes of Conduct for officers and members.

Corporate process for identifying key partnerships and contracts.

Budget monitoring and forecasting processes.

Outstanding Actions and dates for implementation

Implementation of This Land Ltd action plan. Owner: Service Director: Finance and Procurement (Section 151 Chief Financial Officer) Due Date: 1st December 2022.

Review and update Partnerships Advice and Guidance document linking into the Appointments to Outside Bodies Process. Owner: Executive Director of Strategy and Partnerships, 30th November 2022.

Develop and implement Contract Management toolkit and guidance. Service Director: Finance and Procurement (Section 151 Chief Financial Officer) implementation date of 30th November 2022.

Implementation of mandatory Procurement eLearning module for budget managers and contract managers. Owner: Head of Procurement and Commercial, 30th September 2022.

Update guidance for Members to clarify how interests should be declared when Members are involved in procurements. Owner: Director: Law and Governance and Monitoring Officer, 30th November 2022.

Procurement Guide Update Procurement Guide to provide more detailed information on how to ensure that the form of contract drives desired deliverables/outcomes through appropriate penalties/rewards. Owner: Head of Procurement and Commercial, 1st October 2022.

Procurement Governance Board Review the possibility of adding the following areas to the remit of the Procurement Governance Board: - Monitoring and enforcing compliance - Monitoring security of critical supplies - Contract management - Ensuring diverse supply chains. Owner: Service Director: Finance and Procurement (Section 151 Chief Financial Officer) 1st October 2022.

Amend Business Continuity Plan templates to ensure all BCPs require services to identify critical contracts/partnerships and include or link to planning for the risk of supplier failure or

collapse. Executive Director of Strategy and Partnerships, implementation date of 30th November 2022.

Implement the new Sustainable Procurement Strategy. Owner: Head of Procurement and Commercial, 1st November 2022 (due for Strategy and Resources Committee in October 2022).

2.5   The benefits of risk management include:

- Taking timely and proportionate action to prevent risks occurring or to manage effectively
- Development and delivery of robust and effective action plans and enhancements to the governance of the organisation
- Ensuring that decision makers are fully aware of any key risk issues associated with proposals being considered at the point of decision making
- Demonstrating openness and accountability

2.6   The Council has regard to HM Government's Orange Book (Management of Risk) and assesses local application of the five principles as follows:

- **Governance and leadership** - The Chief Executive, supported by the Corporate Leadership Team, periodically assess the leadership style and policies of the Council. We acknowledge that human behaviour and culture significantly influence all aspects of risk management at each level. The Corporate Leadership Team undertook a periodic, detailed, collective review of the risk register on 26 January 2022.

- **Integral to organisational activities to support decision making.** The assessment and management of risk is an embedded part of setting strategy and prioritising resources. It is integral to appraising options, evaluating alternatives and making informed decisions. All Committee reports to Members include a risk implications section. For example, elsewhere on this Committee's agenda today there is consideration of risk appetite in relation to insurance policy deductibles, This Land's commercial versus social outcomes, and treasury management given current economic uncertainties.

- **Collaborative and informed by information and expertise.** The risk register reflects the broad range of risks facing the Council. Communication and consultation are essential to ensuring an informed position, and the Audit & Accounts Committee plays an important role in challenging and reviewing the scope of risk management activity. Recent revisions to the register reflect the heightened risk perceived from organisations beyond the Council's institutional boundary, such as suppliers and subsidiary companies.

- **Processes** – processes are in place for the identification and assessment of risk as well as the selection of risk treatment options. Transition from the shared service arrangements (previously known as LGSS) mean that we are in the process of changing our systems for recording risk and the way that corporate resource is deployed to support frontline services with risk management.

- **Continual improvement** – there is continual monitoring of the risk environment and improvement through learning and experience. The annual governance statement, published alongside the Statement of Accounts, provides a yearly formal mechanism for identifying significant gaps or areas for improvement within the Council's governance framework.

2.7 The risk management team will continue to deliver a programme of work which challenges and assesses each of the Council's Corporate Risks. This will include an evaluation of the extent to which the controls documented in the risk register are being complied with. The intention is that for each risk three levels of assurance are given:

- Governance controls (are the planned controls proportionate and effective in mitigating the identified risk and triggers;

- Compliance (are those controls being routinely complied with in practice);

- Substantive (are the controls being effective in mitigating the risk in practice).

During the last quarter, Internal Audit has reviewed and reported on Risk 11 – Failure of key partnerships or contracts.

3. Alignment with corporate priorities

3.1 Environment and Sustainability
3.2 Health and Care
3.3 Places and Communities
3.4 Children and Young People
3.5 Transport

Good risk management - including the identification of risks and triggers as well development of mitigating actions - should inform decision making and areas for improvement; lead to better overall management of the Council's business, and protect the Council's assets, workforce, finances and services.

4. Significant Implications

4.1 Resource Implications
All of the risks listed in the corporate risk register could potentially lead to significant financial implications if realised. There are direct impacts on our resources in relation to the partnership/contractual risks and the risk about sufficiency of budget.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications
There are no significant implications within this category.

4.3 Statutory, Legal and Risk Implications
This report overviews the Council's risk management arrangements. The objective is to ensure that risks that might impact upon the Council achieving its plans are identified and managed on a timely basis and in a proportionate manner. The Accounts & Audit (England) Regulations 2015 require the authority to have a sound system of internal control which includes effective arrangements for the management of risk.

4.4 Equality and Diversity Implications
There are no significant implications within this category.

4.5 Engagement and Communications Implications
There are no significant implications within this category.

4.6 Localism and Local Member Involvement
There are no significant implications within this category.

4.7   Public Health Implications
        There are no significant implications in this category.

4.8   Environment and Climate Change Implications on Priority Areas
        There are no significant implications in this category

        Have the resource implications been cleared by Finance?   Yes
        Name of Financial Officer: T Kelly

        Have the procurement/contractual/ Council Contract Procedure Rules implications been
        cleared by the Head of Procurement?   Yes
        Name of Officer: C Ellis

        Has the impact on statutory, legal and risk implications been cleared by the Council's
        Monitoring Officer or Pathfinder Legal Services?   Yes
        Name of Legal Officer: F McMillan

        Have the equality and diversity implications been cleared by your EqIA Super User?
        Yes
        Name of Officer: T Kelly

        Have any engagement and communication implications been cleared by Communications?
        Not applicable

        Have any localism and Local Member involvement issues been cleared by your Service
        Contact?   Not applicable

        Have any Public Health implications been cleared by Public Health?
        Not applicable

5.   Source documents

5.1   Annual Governance Statement
        [Statement of accounts - Cambridgeshire County Council](#)