

**CCC Place &  
Sustainability  
Risk Register**

Area	Description of Risk	Potential Consequence	Status	Likelihood	Impact	Severity	Control Measures/Mitigation	Assurance	Res Likelihood	Res Impact	Res Severity
Staff Capacity	Unable to recruit and retain staff with the right skills, experience, and qualifications to undertake service responsibilities, projects and statutory duties.	Failure to deliver statutory duties, reduced ability to meet policy objectives for the council as outlined in the strategic framework and ambitions. Reduced ability to provide timely and appropriate technical advice in relation to decisions made by the council or external bodies, reduced ability to deliver requirements of partners in the delivery of projects. Failure to keep abreast of new legislative requirements.	LIVE	3	4	12	<p>Highlighting the Culture, Values and Behaviours of the County Council.</p> <p>Highlighting the benefits offered by the council including salary, flexibility, and wellbeing support. Embedding a positive workplace culture for all staff which is based on effective management. Implementing opportunities to attract and retain skills e.g. through apprenticeships, secondment and experience working in other areas. Undertaking a review of those exiting the organisation to capture lessons learnt. Carry out market analysis of private and public sector salaries. Provision of development and training opportunities. Undertaking recruitment and marketing campaigns. Project Management Office supporting programme delivery.</p>	Directorate performance scorecard to monitor vacancy rates, use of agency and interim staff, and turnover rates on a monthly basis.	2	4	8
Staff Capacity	Additional pressures caused by high levels of absence and turnover.	Unable to meet statutory requirements and obligations due to absence levels. Lack of ability to generate revenue to meet budget requirements due to lack of resource. Loss of continuity, resourcing and succession planning. Failure to meet service demand resulting from growth and/or new legislative responsibilities.	LIVE	4	4	16	<p>Health and safety and wellbeing considered at all management team meetings, and is encouraged to be a standing item on 1-1 and our conversation meetings. Staff provided advice and given access to support through employee assistance schemes as required. Management of Health and Safety for all staff working across the directorate. Staff to undertake essential learning in relation to health and safety.</p>	Directorate performance scorecard to monitor staff absence rates and reasons, health and safety incidences and near misses. Essential learning rates monitored through the performance review.	3	4	12
P&S Project Delivery - Capital Programme	Projects fail to be delivered in accordance with their requirements.	Projects do not meet expected outcomes and/or stakeholders are unhappy with project outcome. Project costs exceed budget and/or expected savings are not achieved or managed effectively. Failure to manage future demand.	LIVE	3	4	12	<p>Projects are managed and provide accurate cost reporting and early escalations (when required), using appropriate systems. Robust project and programme risk management in place. Full compliance of project management principles across Project Delivery. Project and Programme Boards in place.</p>	<p>This is established through Project Boards, monthly project highlight reports and programme management software. Commercial team assures all stages of project lifecycles and contract management stages. Ongoing development plans to achieve continuous improvement include integration of lessons learned, budget control functions and project management tools. Accurate reports in live time can be run to provide programme, risk, cost and resource information- and performance managed and reported via Key Performance Indicators (KPI's) Continuous development of digital by default practices, and compliance checks.</p>	2	4	8

Procurement & Contracts	Failure to effectively procure necessary contracts to meet Service needs. Failure to procure contracts compliantly.	Inability of projects to deliver their objectives, and meet time and financial constraints due to failure of contractual arrangements. Contracts failure to meet corporate and legislative procurement rules and requirements. Disruption or unable to provide service delivery due to lack of third-party contracted providers. Contracts do not provide best value due to a lack of a robust procurement exercise. Reputational damage to services. Inability to change contract terms which are damaging. Unable to achieve value for money	LIVE	3	4	12	Contract risk management is understood and practiced, and a contracts register in place.  Commercial management is controlled and assured through the lifecycle of commissions.  Quality control is constantly tested across a sample of contract outcomes.  Procurements follow the corporate procurement policy and checks ensure compliance.  All staff engaged in contract work undergo mandatory training.	Contract management system in place.  Risks are managed through the contract Early Warning register on all frameworks and contracts.  A Commercial team provides support to improve assurance at all stages of contract management and commissions.  Procurement champion for the directorate appointed and is working with the Procurement Team on the contract register and communications/learning Directorate wide.  Reviews are in place to test and challenge Value for Money, scopes and commercials.  Procurement Officers assigned to support key procurements. Contracts register regularly reviewed at DMT.	2	3	6
Road Safety	Failure to investigate causes of collisions - Insufficient funding/resources to deliver road safety schemes.	Harm to Road Users. Reputational damage to the Council. Civil/Criminal action against the Council.	LIVE	4	4	16	Member of the Cambridge and Peterborough Road Safety Partnership. Maintenance of Highway in line with Operational Standards Busway Safety inspections and maintenance regime. Road Safety Strategy and robust monitoring of the strategy.	Road safety measures included in directorate performance scorecard. Undertake review and audits of incidents on the highway and busway. Testing of maintenance and management regimes to ensure they meet stated service standards.	3	4	12
Adverse Weather	Adverse weather conditions either result in damage to maintained highway network and infrastructure and/or private property.	Excessive wet, cold or windy weather results in damage to structures and highway network resulting in significant demand and associated cost for remedial works. Weather extremes also give rise to events such as flooding requiring support for communities to help address the immediate issues but also the longer term flood prevention work. Adverse weather can impact on public transport and traffic flows creating increased congestion.	LIVE	4	4	16	Contingency plans are in place for foreseeable adverse weather events helping ensure their effective handling. DMT work collaboratively to add resilience for such events and to develop future capacity . Action plan for development of Highways Emergency weather Response being developed further based on learning from recent events. Support packages developed for communities to help address the immediate issues but also the longer term flood prevention work. Effective maintenance in place including drainage and water management. Undertake full debriefing and lessons learnt from each incident	DMT review contingency arrangements along with the Corporate Resilience Team.	3	4	12
Partnerships	A key partnership agreement and/or arrangement fails having a direct impact on the council's ability to effectively provide services and or deliver on future commitments.	Failure of partnerships has the potential to result in a number of negative outcomes such as: service reduction, or removal, cost inflation, failure to meet statutory duties, and reputational damage, and an inability to deliver on the councils visions.	LIVE	3	4	12	Contracts and agreements are entered into compliance with corporate governance and/or procurement/financial rules as appropriate.  Default situations and mitigations considered when forming contracts and arrangements.  Identified officers have responsibility for monitoring, addressing, and flagging partnership performance issues. Mapping of key partnerships for the directorate undertaken with actions around lead officers, objectives and management arrangements.	Partnership concerns are escalated to DMT to ensure oversight and their effective handling. Performance against key indicators monitored, with interventions implemented where necessary to address issues.	2	4	8
Health and Safety	Health and Safety (H&S) failings result in injury and or death to staff and/or persons the council has responsibility for in the provision of its services and duties.	Failings lead to injury and or/death of staff or persons the council has responsibility for. The council consequently has to report incidents to the Health and Safety Executive, and could face both criminal and civil legal action and reputational damage. The impact on injured parties, friends, family and colleagues can be significant.	LIVE	2	4	8	H&S risk assessments in place, and an assurance audit being undertaken. H&S on agenda at team meetings. Data monitored through scorecard including near misses. Staff required to complete essential learning on H&S.	H&S is monitored using the directorate performance scorecard. Annual review of health and safety risk assessments takes place. Review also considers all areas where an assessment is required to ensure one is in place.	1	4	4

Statutory Highways Duty to Maintain the Highway	Failure of service to maintain the highways infrastructure in a safe and functional manner as described in the Highways Act due to aging assets and insufficient funding.  Risk is further exacerbated by the number of soil affected roads in Cambridgeshire.	Death or injury to the travelling public; increase in successful third party claims as a result of poorly maintained highways infrastructure. Resultant reputational damage for the Service, Department and Council. Resultant financial implications of claims payouts, increased insurance premiums, requirement to meet directives and requirements of coroners inquests.	Live	4	3	12	Operate to and within Highways Operational Standards. Operate robust recorded processes for all safety maintenance. Review intervention levels regularly. Monitor network decline and make the case for adequate funding.  Identify and mitigate the risks associated with soil affected roads in the short, medium and long term, whilst lobbying for longer-term funding with Government and other key stakeholders.	Annual review of Highways Operational Standards. Review of third party claims and inquest results. Monitor wider risk cases across industry. Monitoring of performance information in directorate scorecard on inspection, reporting and maintenance measures.	3	3	9
Claims and Disputes	Failure in service delivery and or dissatisfaction with services	Compensation claim made against the council. Criminal action undertaken by a regulator for breaches i.e. health and safety. Judicial Review instigated to challenge council actions.	Live	3	4	12	Effective planning and advice taken in governance and decision making. Effective record keeping and management of all decisions. Effective forward planning of key decisions for the Directorate Monitoring and reporting arrangements identify issues early on to allow interventions to mitigate risk. Robust service delivery arrangements provide safeguards at the outset.	Concerns flagged during 1-1 meetings and DMT to provide early opportunity to mitigate emerging issues and to ensure adequate governance and monitoring is in place to prevent escalation.	2	3	6
Financial	Delivery of a balanced budget and demonstrating value for money	The Council is unable to achieve required savings and or income and consequently fails to meet statutory responsibilities or budget targets. Need for reactive in-year savings. Adverse effect on delivery of outcomes for communities. Cost of schemes increases leading to insufficient budgets for scheme delivery.	Live	4	5	20	Robust service and business planning. DMT to regularly review the savings tracker and finance performance report, ensuring that capital and revenue forecasts are kept up to date. Rigorous risk and performance management discipline embedded in all transformation programmes/projects, with an escalation process to DMT/ Programme or Project Boards. These provide transparency, issues being escalated for prompt resolution. Ensuring everyone has access to savings tracker and there is a process in place for management purposes.	Service planning meetings held with management teams to cascade priorities. Regular reporting of performance against KPIs. Regular reviews at DMT finance meetings. Finance Business Partner to provide clarity and understanding of financial position monthly. Continually review project budgets against cost pressures. Issues to be raised as early as possible at DMT finance meetings and/or with Finance Business Partner. Opportunities to raise revenue to always be considered.	3	5	15
Reputation of the County Council	A negative County Council reputation, reducing community and wider support, compromising our ability to make and implement effective decisions.	Failure to maintain effective relationships with Councillors and Town & Parish Councils.  Uncertainties on delivery of works programmes and feedback to communities.  Media pressures.  Risk to operative working on our network due to frustration and negative public opinion.  A loss of public trust, reducing County ability to make	Live	4	4	16	Highway Service transformation proposals.  Review of current systems. Customer survey(s) to understand the County reputation in more detail. Clarity on strategies and pipelines to ensure clear expectations  Local Highway Officer team strengthened, increased management.  New Asset Management System in procurement phase.  Proactive communications to keep the public informed.  CVC & Leader engagement, bite size briefings, casework Support Cambridgeshire Highways approach to combatting contract risks such as safety of operative through proactive communications.	Reliance on successful implementation of Highways Asset management System and transformation work across H&T. Resource pressures impacting on ability to provide effective communications both proactively and reactively.	2	3	6

# EVERITY

## RISK MATRIX

High	5	10	15
Moderate/High	4	8	12
Moderate	3	6	9

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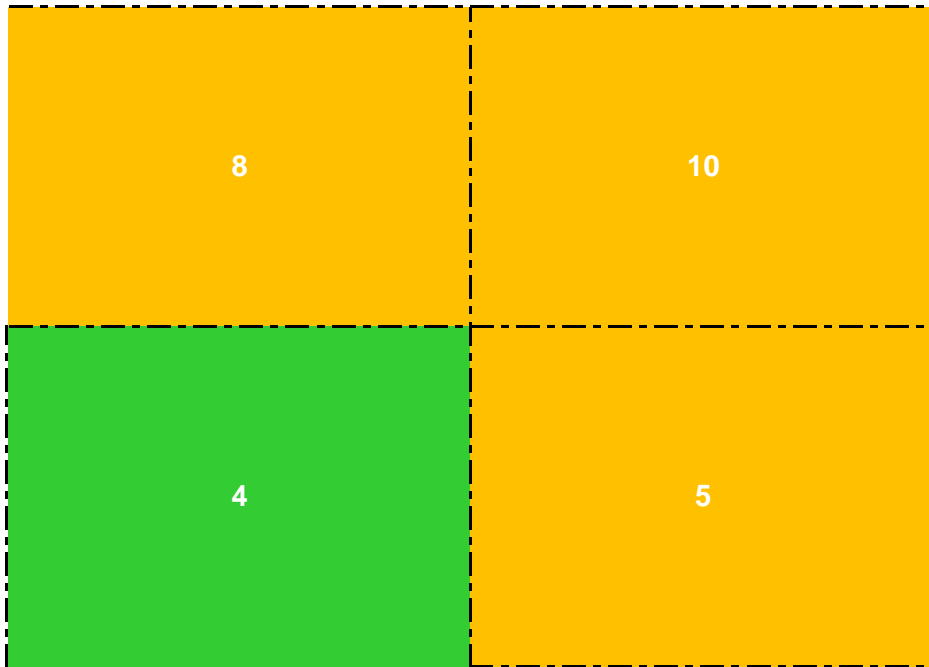
LIKELIHOOD

# RISK TABLE

20	25
16	20
12	15

Level	
1	Low
2	Moderate
3	High

1 - 4	Low
5 - 15	Moderate



Moderate/High

High



# S

Likelihood	Severity
Is unlikely to occur in normal circumstances	Unlikely to threaten overall project outcome. Minor and non-permanent damages
Likely to occur in some circumstances or at some time	May impact overall project. Can cause permanent damages in some cases and cost of rectification in others
Is likely to occur at some time in normal circumstances	Can cause significant impact to overall project, or result in complete termination. Will cause permanent and irreparable damages



Likelihood
1
2
3
4
5

Risk Status
LIVE
CLOSED
ISSUE
CHANGE CONTROL

Risk Owner
DMT
Executive Director
Assistant Director
Service Director

**Area**

Financial

Adverse weather

Staffing Capacity/Resilience

P&S Project Delivery

Statutory/Legislative

Procurement & Contracts

Health & Safety

Partnerships

Climate Change & Environment Strategy

Claims and Disputes

Change Management

Performance