

REVIEW OF RISK REGISTER FOR PLACE AND ECONOMY

To: **Highways & Infrastructure Committee**

Meeting Date: **8 October 2019**

From: **Steve Cox, Executive Director – Place & Economy**

Electoral division(s): **All**

Forward Plan ref: **Not applicable** *Key decision:* **No**

Purpose: **To present the Place and Economy risk register to Committee for review.**

Recommendation: **The Committee is asked to note and comment on the Risk Register**

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1. BACKGROUND

- 1.1. Every quarter, the Risk Register for Place and Economy (P&E) is reviewed and updated by the P&E Management Team. This is an audit requirement.
- 1.2. The risks incorporated in the P&E Risk Register (Appendix 1) cover the P&E Directorate as a whole.

2. MAIN ISSUES

- 2.1 Changes to the P&E structure resulted in the Social & Educational Transport Team (SETT) moving to the People & Communities (P&C) directorate.
- 2.2 Item 3 on the Risk Register focusses on Safeguarding, specifically the social and educational transport of children and vulnerable adults. Given that the SETT team has moved directorates, it was decided to remove this risk from the P&E Risk Register and transfer it to the P&C Risk Register.
- 2.3 Service Risk Registers monitor and review operational risks that apply to specific P&E services.
- 2.4 Going forward, Service Risk Registers will be reviewed on a quarterly basis in line with the P&E Risk Register review.
- 2.5 Following a question at Committee with regard to the establishment of weather as a risk and where it should sit in the Risk Registers, it was decided that it should sit with the Highways Service. A risk will therefore be drawn up and incorporated into the Highway Service Risk Register and will address the weather risk on highways and footways.
- 2.6 The updated Risk Register for P&E is attached as Appendix 1. Members' views are sought on the Risk Register.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 A good quality of life for everyone

There are no significant implications for this priority.

3.2 Thriving places for people to live

There are no significant implications for this priority.

3.3 The best start for Cambridgeshire's children

There are no significant implications for this priority.

4 SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

There are no significant implications for this priority.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications for this priority

4.3 Statutory, Legal and Risk Implications

There are no significant implications for this priority.

4.4 Equality and Diversity Implications

There are no significant implications for this priority.

4.5 Engagement and Communications Implications

There are no significant implications for this priority.

4.6 Localism and Local Member Involvement

There are no significant implications for this priority.

4.7 Public Health Implications

There are no significant implications for this priority.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	n/a
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	n/a
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	n/a
Have the equality and diversity implications been cleared by your Service Contact?	n/a
Have any engagement and communication implications been cleared by Communications?	n/a
Have any localism and Local Member involvement issues been cleared by your Service Contact?	n/a

Have any Public Health implications been cleared by Public Health	n/a

Source Documents	Location
n/a	

Appendix 1 – Risk Register for P&E

Risk: 01. P&E Budget													
Likelihood	5						Risk Owners	Steve Cox	Current Score	4	Last Review	11/09/2019	
	4								Target Score		Next Review	10/12/2019	
	3								Previous Score	4			
	2						Triggers 1. Forecast overspend of P&E budgets			Likelihood Factors (Vulnerability)		Potential Consequences 1. The Council is unable to achieve required savings and fails to meet statutory responsibilities or budget targets 2. Need for reactive in-year savings 3. Adverse effect on delivery of outcomes for communities	
	1												
		1	2	3	4	5							
Consequence													

Controls	Adequacy	Critical Success
1. Robust service planning; priorities cascaded through management teams and through appraisal process	Good	
2. SMT review savings tracker and finance and performance report monthly	Good	
3. P&E Management Team review savings tracker and finance and performance reports monthly	Good	
4. Rigorous risk and performance management discipline embedded in all transformation programmes/projects, with escalation process to Directorate Management Teams / Programme Boards	Good	

Action Plans	Responsibility	Target Date
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5. Budget holders have monthly meetings with LGSS Finance Partner/External Grants Team, to monitor spend and produce BCR	Good	
6. Capital Programme Monitoring	Good	
7. Strong Contract Management	Good	

Risk Path: CCC P&E (revised)/Cambridgeshire County Council/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		02. Staff capacity and resilience									
Likelihood	5										
	4										
	3										
	2				X						
	1										
		1	2	3	4	5					
		Consequence									
		Risk Owners					Steve Cox		Current Score		6
									Target Score		
									Previous Score		6
		Triggers					Likelihood Factors (Vulnerability)			Potential Consequences	
		1. Unable to recruit and retain staff with the right skills and experience								1. Loss of key staff and skills when staff leave 2. Not able to recruit the capacity and skills needed – possible cultural barrier i.e. public sector not attractive, inability to compete with private sector packages, shortages in the market 3. Workforce is not utilised effectively leading to low morale, lack of motivation etc. 4. Employees unable to deliver services 5. Customer/partner dissatisfaction 6. Reputational harm	

Controls	Adequacy	Critical Success
1. Restructuring of services looking at job career progression	Good	
2. Apprenticeship Scheme	Good	
3. Team, health, safety and wellbeing a key priority - discussed at team meetings and 121's	Good	
4. All team members, managers and Asst Directors invested in continuous Grow Your Own approach to train up new members to high standards and provide a continuous pool of new recruits	Good	
5. Communicate with staff - Place & Economy Roadshows	Good	
6. Shared Services with PCC	Good	

Action Plans	Responsibility	Target Date
Apprenticeship Schemes	Richard Lumley Andy Preston Emma Fitch Quinton Carroll	31/12/2019
Restructure	Richard Lumley Andy Preston Emma Fitch Quinton Carroll	30/4/2020
Job re-evaluation before restructure		
Shire Hall 2020	Richard Lumley Andy Preston Emma Fitch Quinton Carroll	30/12/2019
Assistant Directors to work with staff towards proposed new ways of working		
Staff Retention	Richard Lumley Andy Preston Emma Fitch Quinton Carroll	31/12/2019
Retain staff utilising HR initiatives		
Talent Management Programme	Richard Lumley Andy Preston Emma Fitch Quinton Carroll	31/12/2019
Develop a Talent Management Programme		

Risk Path: CCC P&E (revised)/Cambridgeshire County Council/Cambridgeshire County Council

Risk Category:

Linked Objective(s):
