

## Appendix 1 – Risk Register for Place & Economy

Risk		01. P&E Budget											
Likelihood	5	A	A	A	R	R	Risk Owners	Steve Cox	Current Score	4	Last Review	12/09/2019	
	4	G	A	A	R	R			Target Score			Next Review	31/12/2019
									Previous Score	4			
	3	G	A	A	A	A	Triggers		Likelihood Factors (Vulnerability)		Potential Consequences		
	2	G	X	A	A	A	1. Forecast overspend of P&E budgets		Likelihood increases if budgets are not managed closely enough		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	G	G	G	G	A							
		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	
5. Rigorous risk and performance management discipline embedded in all transformation programmes/projects, with an escalation process to Directorate Management Teams / Programme Boards.	Good	

Action Plans	Responsibility	Target Date
Budget Monitoring Regular meetings between Finance and P&E budget holders to track exceptions and identify remedial actions	Quinton Carroll Emma Fitch Richard Lumley Andy Preston	31/12/2019

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

**Risk Path:** CCC Place & Economy/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

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Risk		02. Staff capacity and resilience										
Likelihood	5	A	A	A	R	R	Risk Owners	Steve Cox	Current Score	6	Last Review	12/09/2019
	4	G	A	A	R	R			Target Score		Next Review	31/12/2019
	3	G	A	A	A	A	Triggers		Previous Score	6	Likelihood Factors (Vulnerability)	Potential Consequences
	2	G	G	X A	A	A						
	1	G	G	G	G	A						
		1	2	3	4	5						
Consequence						1. Unable to recruit and retain staff with the right skills and experience.		Likelihood could increase as a result of the Cams 2020 project		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 H&S and wellbeing a key priority - discussed at team meetings and 1:1 meetings	Good	
4. Team members, Managers and Asst Directors invest in a Grow Your Own approach to train up new staff 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	Quinton Carroll Emma Fitch Richard Lumley Andy Preston	30/04/2020
Restructure	Quinton Carroll Emma Fitch Richard Lumley Andy Preston	30/04/2020
Job re-evaluation before restructure		
Shire Hall 2020	Quinton Carroll Emma Fitch Richard Lumley Andy Preston	31/12/2019
Assistant Directors to work with staff towards proposed new ways of working		
Staff Retention	Quinton Carroll Emma Fitch Richard Lumley Andy Preston	31/12/2019
Retain staff utilising HR initiatives		
Talent Management Programme	Quinton Carroll Emma Fitch Richard Lumley Andy Preston	30/04/2020
Develop a Talent Management Programme		

**Risk Path:** CCC Place & Economy/Cambridgeshire County Council

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