

Place & Sustainability Directorate Risk Register

Risk		Adverse Weather					Risk Owners		Current Score		Last Review	
Likelihood	5						Service Director Infrastructure and Project Delivery	16		03/12/2025		
	4				X			15		22/04/2026		
	3					A		16				
	2											
	1											
		1	2	3	4	5						
		Consequence					Triggers		Likelihood Factors (Vulnerability)		Potential Consequences	
							<p>1. Adverse weather conditions either result in damage to maintained highway network and infrastructure, and private property.</p> <p>2. Adverse weather leads to health and safety issues on the network</p> <p>3. Adverse weather compromises the safe and efficient flow of traffic</p> <p>4. Impacts of climate change</p> <p>5. Extreme heat and flooding events</p> <p>6. Failure to properly implement the winter service plan</p>		<p>Recent years have shown an increased frequency of extreme rainfall and storm events. Winters have been relatively mild. With climate change this will become more variable and also more of the 'norm'.</p>		<p>1. Excessive heat, wet, cold or windy weather results in damage to structures and highway network resulting in significant demand and associated cost for remedial works.</p> <p>2. 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.</p> <p>3. Adverse weather can impact on public transport and traffic flows creating increased congestion.</p> <p>4. Over time adverse weather can significantly affect carriageway condition, particularly on peal soil roads, requiring significant maintenance expenditure and/or significant route safety management.</p> <p>5. Severe weather can create safety hazards for CCC workers and its contractors as well as the travelling public</p> <p>6. Financial impact on the council for repairs after extreme weather</p>	

Controls	Adequacy	Critical Success
<p>1. Contingency plans are in place for foreseeable adverse weather events helping ensure their effective handling. This includes a multi-agency flood plan that has been produced through the local resilience forum and is led by the Emergency Planning Team.</p> <p>Review of plans in place, including multi-agency flood plan. Audit tests of plans undertaken by Emergency Planning Team to ensure correct procedures will provide the necessary outcome. August 2025 - the Highways Service is updating its emergency plan in concert with service restructure.</p>	Good	The plans will cover all the roles and be capable of being implemented at speed.
<p>2. Colleagues work collaboratively to bring together our combined resources to add resilience for such events and to develop future capacity.</p> <p>Quarterly item on DMT meetings for checks to contingency plans.</p>	Good	Folder up to date with all contingency plans and linked into Emergency Planning Team role.
<p>3. Action plan for development of Highways Emergency weather Response to be developed further based on learning from recent events.</p> <p>Review of the draft Action Plan to take place in Q1 2025/26 to allow emergency weather response across Highways and to link to the Lead Local Flood Authority and the Emergency Planning Team as appropriate.</p>	Good	Document to be presented to DMT in Q4 2025/26 to be approved and adopted.
<p>4. Flood kits and signposting / support provided for communities to help their preparedness for such events, which will work alongside the longer term flood prevention work.</p> <p>Issuing quarterly newsletters with relevant updates (including any new information and signposting to relevant training for communities) and final flood kits issued to new flood groups in Q2 2025/26 with signposting thereafter to the Environment Agency for future kits.</p>	Good	Newsletters published on website for community access and final funding for flood kits to new flood groups issued.
<p>5. Effective plans in place for winter maintenance, drainage and water management.</p>	Good	Any winter maintenance, drainage or water management tasks carried out in line with plans / policies

Pre-season readiness checks; ongoing delivery as required; and post season reviews to improve performance (incorporating any learnings made).		in line with plans / policies.
Assurance Plan	Good	Ongoing testing
A winter maintenance assurance plan will be produced		

Action Plans	Assurance	Responsibility	Target Date
Action Plan for Adverse Weather Adverse weather controls across Highways and Lead Local Flood Authority	Progress to be covered in Our Conversations and checks in place with DMT ahead of the document being presented in Q4 2025/26.	Head of Highways Maintenance and Management	31/03/2026

Risk	Capital Programme											
Likelihood	5						Risk Owners	Service Director Infrastructure and Project Delivery	Current Score	9	Last Review	22/01/2026
	4								Risk Appetite	15	Next Review	22/04/2026
	3			X		A	Triggers		Likelihood Factors (Vulnerability)		Potential Consequences	
	2						1. Failure to approve, commission works, and spend. 2. Insufficient internal resource and market capacity to deliver.	1. Medium - managed through early engagement with stakeholders and varied improvements to how we communicate and publicise our work.	1. Reputational damage. 2. Financial risk of slippage. 3. Unmitigated network deterioration.			

1	2	3	4	5
1	2	3	4	5

Consequence

3. Roadspace availability
 4. Inclement weather as bulk of delivery is Q3 / Q4
 5. Unknown issues arising whilst on site i.e poorer ground conditions than assumed from testing.
 6. Third party consents & Roadspace
 7. Provider capacity and stability

2. Medium - managed through prog board, other projects brought into programme if slippage is identified early enough. Robust profiling process undertaken to re-phase in May 25.
 3. Investment will help mitigate and improve network condition.
 4. Medium - managed through board and standardised PM processes, check and challenge in place through SRO to ensure as realistic as possible. Dynamic approach taken to any changes. Note still a manual rather than digital board.
 5. High - Unavoidable given when schemes were approved, mitigated through planning and reserving resources / road space where possible. Suppliers engaged and onboard asap to overcome construction risks. Risk of inclement weather remains.
 6. Medium - Breaking ground over unstable soil conditions represents £ risk on more complex projects. Mitigated through allowances in tenders. Roadspace / network capacity meaning

4. Programme changes
 5. Backend loaded delivery programmes
 6. Cost increases on more complex projects or delays to delivery

Controls	Adequacy	Critical Success
Change Programme Continued dialogue with supply chain	Good	
Improved reporting to members Capital programme reports now goes as part of the FMR, as per audit recommendation	Good	Accurate reports provided for member scrutiny at Committees
Monthly Programme Board Monthly Capital Maintenance Programme board focused on financial and risk to ensure accurate reporting to CCC Capital Programme Board and to ensure timely delivery.	Good	Attendance, accurate reporting, effective escalation of red risks where necessary, effective corrective action.
P&S Capital Programme Board Programme Board to provide overall capital programme board oversight in P&S	Good	Attendance, accurate reporting, effective escalation of red risks where necessary, effective corrective action.

Action Plans	Assurance	Responsibility	Target Date
Forecasting Spend profiles developed for all projects within programme for spend in 25/26. Re-phase high risk projects now to manage expectations.	Reviewed monthly at P&S capital programme board	Service Director Infrastructure and Project Delivery	21/05/2025
Programme Board AP's Monthly Action Plans driven through programme board and SRO.	Are instigated through approved governance and in line with budgets, in consultation with senior leadership & members	Service Director Infrastructure and Project Delivery	31/03/2027

Risk		Current and Future Busway Safety				
Likelihood	5					X
	4					
	3					A
	2					
	1					
		1	2	3	4	5
Risk Owners		Executive Director of Place and Sustainability		Current Score	25	
				Risk Appetite	15	
				Previous Score	25	
				Last Review	03/12/2025	
				Next Review	22/04/2026	
Triggers			Likelihood Factors (Vulnerability)		Potential Consequences	
Risk of harm to pedestrians, cyclists, passengers or other users due to interaction with or operation of the Guided Busway infrastructure and vehicles.			<ul style="list-style-type: none"> - The Council has been fined £6m for historic failings in its safety management of the busway. - The busway is a complex system and incidents will happen - Need to consider for future busway programmes 		<ul style="list-style-type: none"> - Death or serious injury - Prosecution and associated reputation and financial consequences - Insurance claims 	
<ul style="list-style-type: none"> 1. Inadequate control measures 2. Non-compliance with operating procedures or speed limits by drivers 						

Consequence	<p>3. Asset degradation (e.g. worn signage, lighting failures, damaged fencing)</p> <p>4. Public access/trespass or misjudgement of busway operation</p> <p>5. Limited public understanding of busway hazards</p> <p>6. Inadequate incident response planning or data sharing with operators</p>		
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Controls	Adequacy	Critical Success
<p>Busway Maintenance and Control Measures</p> <p>Regular inspection of the busway to identify defects</p> <ul style="list-style-type: none"> - On maintenance track - On busway infrastructure <p>Prompt implementation of repairs</p> <p><u>Prompt implementation of control measures identified through risk assessment process</u></p>	Good	<p>Appropriate contracts to ensure timely and compliant delivery of works</p> <p>Clear logging and implementation of identified actions</p>
<p>Busway speed monitoring and controls</p> <ul style="list-style-type: none"> - Clear operating standards and requirements through Operational Handbook - Sharing of driver records - Speed monitoring by operators and CCC - Regular busway safety meetings with operators and key partners - Vehicle technology (ISA) to control vehicle speeds. 	Good	Testing of speeds on the Busway
<p>Engagement</p> <p>Communication and Engagement strategy and plan is in place including newsletters, stakeholder engagement, member briefings, community meetings</p>	Good	Ongoing engagement with users
<p>Governance</p> <p>Enhanced Governance through weekly directorate assurance meetings, fortnightly stat officers review, reporting to corporate health and safety meeting, reporting to CLT and six monthly reporting to Committee. This includes the reporting of near misses and RIDDORS</p>	Good	Effective control environment
<p>Local engagement</p> <p>Campaigns to communicate safe behaviours and hazard awareness on the busway</p>	Good	Ongoing engagement with users
<p>Oversight of future busway design and management case</p> <p>Enhanced governance with GCP for assurance over design/safety and management case of proposed future busways</p>	Good	Agreed designs that meet the Authority;s safety case
<p>Regular Risk Assessment of the full busway</p> <p>Busway risk assessed regularly, area by area, at different times of day, and in different conditions, in line with the Busway Safety and Assurance Strategy. This is reviewed by H&S team and also be external H&S advisor</p>	Good	- Trained risk assessment resource through Busway Safety Team
<p>Updates and engagement to HSE</p> <p>Key updates provided to HSE on near miss, RIDDOR and action planning</p>	Good	Attendance of Key officers. ED oversight of meeting.
<p>Weekly Key Officer meeting</p> <p>Weekly meetings are held with key officers to discuss and update on all health and safety matters.</p>	Good	Attendance of Key officers. ED oversight of meeting.













Action Plans	Assurance	Responsibility	Target Date
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Action log A detailed action log of actions is reviewed on a weekly basis Delivery of planned safety measures including fencing, signage, lighting, flood risk management	To be delivered through P&S Project Governance	Service Director of Transport and Connectivity	31/12/2026
Busway Safety Package Package of Strategic Control Measures	To be delivered through P&S Project Governance	Service Director of Transport and Connectivity	01/04/2026

Risk		Financial (P&S Budget)					Risk Owners	Executive Director of Place and Sustainability	Current Score	9	Last Review	03/12/2025
Likelihood	5						Triggers 1. Forecast overspend of P&S capital and revenue budgets. 2. Not meeting targets and what has been put into the business plan 3. Unrealistic forecasts in business plan 4. High inflation. 5. Reliance on grant funding for services 6. Increase in maintenance costs. 7. LGR - no extra funding or resources allocated for reorganisation. 8. Energy Costs 9. Cost of financial services	Risk Appetite	15	Next Review	22/04/2026	
	4							Previous Score	9			
	3			X		A		Likelihood Factors (Vulnerability)		Potential Consequences		
	2									1. The Council is unable to achieve required savings and or income and consequently fails to meet statutory responsibilities or budget targets. 2. Need for reactive in-year savings. 4. Adverse effect on delivery of outcomes for communities. 5. Cost of schemes increases leading to insufficient budgets for scheme delivery.		
	1											
		1	2	3	4	5	Consequence					

Controls	Adequacy	Critical Success
Capital Programme Monitoring to ensure adequate inflation is included in early project costings and business cases. Monthly capital finance meetings established and detailed overview discussed at finance and performance meeting	Good	Obtain funding agreements before commencing work and prioritise funded work.
Embedded risk and performance management. Rigorous risk and performance management discipline embedded in all transformation programmes/projects, with an escalation process to DMT/ Programme or Project Boards.	Good	Project Boards provide transparency to relationships, and transparency for performance. Issues are escalated for prompt resolution.
Review of savings and capital forecasts. DMT to regularly review the savings tracker and finance and performance report, ensuring that capital and revenue forecasts are kept up to date.	Good	The delivery of a balanced budget which demonstrates value for money.
Robust service and business planning. 26/27 business planning cycles has begin early to identify savings across the services. Pressures identified and highlighted at Finance and performance meetings. Business planning a standing weekly item on DMT agenda.	Good	The delivery of a balanced budget which demonstrates value for money.
Strong contract management. Recruit adequate commercial resources within CCC team to effectively carry out assurance. Work with supply chain to understand resource planning across their contracts regionally and contingency planning. Develop and improve contract management and compliance through introduction of contract management software. Review Professional Services contract competitiveness through competition.	Good	Focus on enhancing commercial astuteness will deliver the most benefit.

Action Plans	Assurance	Responsibility	Target Date
<p>Budget Monitoring</p> <p>Continually review project budgets against cost pressures. Issues to be raised as early as possible. Opportunities to raise revenue income to always be considered.</p>	Regular meetings between Finance and P&S budget holders to track exceptions and identify remedial actions. Budget holders have monthly meetings with Finance Partner/External Grants Team, to monitor spend and produce BCR. Keep ERP/Insight up to date with the latest information.	Executive Director of Place and Sustainability	31/03/2026
Continual review of project budgets against cost pressures.	Ensure design resources are considering material availability within their designs to avoid issues in the construction phase.	Executive Director of Place and Sustainability	31/03/2026
Service planning priorities to feed into appraisal goals.	Managers to review appraisal goals.	Executive Director of Place and Sustainability	31/03/2026

Risk	Future H&T Procurement Strategy						Risk Owners	Current Score	Last Review
5							Service Director Infrastructure and Project Delivery	12	03/12/2025
4								15	22/04/2026
							Previous Score	12	

Likelihood	3				X	A
	2					
	1					
		1	2	3	4	5
Consequence						

Triggers	Likelihood Factors (Vulnerability)	Potential Consequences
<p>Description - Failure to effectively procure future contracts to deliver highways services could lead to service disruption - failure to meet statutory duties, increased costs, legal challenge and reputation damage.</p> <p>Context - Term Service with Milestone set to expire June 2027, Joint Professional Services Framework expires April 2026</p> <p>Triggers</p> <ol style="list-style-type: none"> Delays in procurement process (e.g. governance, legal, or market engagement delays) Insufficient market interest or competition and capacity Weak procurement strategy or unclear specifications Political or budgetary uncertainty affecting procurement scope Local Government Reorganisation - Ministerial Guidance July 2025 Legal challenge to procurement process or outcome Legislative or policy changes mid-process Insufficient central resource due to demand from other Council procurements Service drop from incumbents due to change uncertainty 	<ol style="list-style-type: none"> On track though uncertainty associated with LGR adds a layer of complexity and increases the risk of delay - LGR Ministerial Guidance July 2025 Low - positive feedback from market Low Medium to High - LGR Low if effectively managed Low (new Procurement Act) Medium - High - significant demand for central procurement support Low - Incumbent will want to make a strong impression and potentially are pushing for contract extension Medium - High - Lack of Asset Data/Specification 	<ol style="list-style-type: none"> Failure to deliver highways services at all, or failure to deliver cost-effectively Failure to secure best value for our communities Future challenges in achieving responsiveness, quality, good customer experience and best value, alongside contractual tensions and potential legal challenge Failure to effectively novate contract into future governance model (i.e. into relevant unitary authority/authorities) Costs and delay and compromised future service delivery Costs and delay and compromised future service delivery Higher risk of slippage and higher risk of non compliance or challenge Poor customer service and potential reduced network condition if change not effectively managed Failure to procure compliantly

Controls	Adequacy	Critical Success
Capture Asset Data Capture Asset Data for trees, grass and gullies and upload onto Aurora/KarbonTech	Good	Full County wide survey of all CCC highway assets/network
Detailed Procurement Plan to demonstrate interaction of 3 new procurements, the timeline to deliver each procurement, how they interact and their dependencies Work has commenced on a detailed timeline on all activities, particularly for the TSC, between CCC, WSP/Atkins & Bird and Bird to identify any restrictions to award the contracts within the deadlines including LGR. This will form the basis of later discussions regarding the best approach to reprocure or extend the existing TSC.	Good	Programme plan in place
Early market engagement and soft market testing This exercise captured the market's view of the Council's procurement strategy and refined the Council's understanding of market experience	Good	Feedback collated from the market/industry on the Council's procurement strategy and mixed economy approach
Legal and procurement advisors embedded in project team - Programme governance board overseeing procurement milestones Advice from Bird and Bird Support from CCC Procurement (part of Project Board) Liaison with colleagues working on LGR	Good	Governance in place
Local Government Reorganisation LGC Ministerial Guidance issued in July 2025	Good	Safe LGR Transition/Strategic Focus

Strengthen specification development through service review and benchmarking Lessons learned and detailed service and market engagement to develop clear specification.	Good	Input from relevant experts
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Action Plans	Assurance	Responsibility	Target Date
Finalise plans Finalise implementation of the proposed change to the current arrangements	Satisfactory terms agreed	Head of Commercial & Contract Management	31/03/2026
Safe Local Government Reorganisation transition and Strategic Focus Discussions with Peterborough City Council, CPCA and MGroup regarding future contract extension proposals	This process will allow the Council to identify the best option for delivery of Highway and Transport works during LGR transition without compromising the future sustainability of new unitary Councils	Head of Commercial & Contract Management	31/01/2027
Procurement planning for PSC Review feedback from PME questionnaire, draft procurement plan and WSP/Atkins programme to develop specification to identify timeframes for procuring all 3 procurements and if mixed economy model is the right suite of contracts for CCC and the market.	Effective delivery of required change activity <input type="checkbox"/> <input type="checkbox"/>	Head of Commercial & Contract Management	01/02/2027

Risk		Health & Safety					Risk Owners	Executive Director of Place and Sustainability	Current Score	15	Last Review	03/12/2025
Likelihood	5	Orange	Orange	Orange	Red	Red	<p>Triggers</p> <p>Failure to comply with health and safety responsibilities may result in injury or death to staff and/or individuals for whom the Council has a duty of care. Such failings could expose the Council to legal action, regulatory penalties, and significant reputational harm, in addition to the personal and emotional impact on those affected.</p> <p>1. Failures in health and safety systems, procedures or behaviours result in serious injury or fatality.</p> <p>2. Lack of comprehensive safety assurance regime exposes staff and public to avoidable risk that results in an incident</p> <p>3. Failure to report incidents to the Health and Safety Executive (HSE), with potential for criminal and civil legal action.</p> <p>4. The incident causes distress and long-term impact to individuals involved, including staff, service users, families, and colleagues.</p> <p>5. Enforcement action from regulators, including prosecution, fines or improvement/prohibition notices.</p> <p>Highways</p> <p>1. Highway Tree Incident</p> <p>2. Overdue Highway Inspections</p> <p>3. Incident due to authority not meeting an agreed response time</p>	Risk Appetite	15	Next Review	22/04/2026	
	4	Green	Orange	Orange	Red	Red		Previous Score	16			
	3	Green	Orange	Orange	Orange	X/A		Likelihood Factors (Vulnerability)		Potential Consequences		
	2	Green	Green	Orange	Orange	Orange		<p>Trees - Low - based on national statistics.</p> <p>Inspections - Moderate - based on improving performance and data available from insurance team and missed inspections.</p> <p>Structures - Medium - based on current asset information / issues with specific bridges</p> <p>VRS - High - based on RAG status of existing VRS assets and lack of proactive inspection regime on some VRS runs</p>		<p>1. Failings lead to injury and or/death of staff of persons the council has responsibility for.</p> <p>2. Increased level of hazards on our network, assets and services; increasing risk</p> <p>3 The council could face both criminal and civil legal action and reputation damage.</p> <p>4. The impact on injured parties, friends, family and colleagues can be significant.</p> <p>5. Punitive action from regulator including financial</p> <p>6. Highways safety consequences including</p> <p>- Accident, injury or near miss linked to highway trees</p> <p>- Accident, injury or insurance claim linked to overdue or missing highway inspections</p> <p>- Structural issue preventing use of route or causing injury</p> <p>- VRS system failure due to wear / tear</p>		
	1	Green	Green	Green	Green	Orange						
			1	2	3	4		5				
		Consequence										

Controls	Adequacy	Critical Success
4. Staff required to complete essential learning on H&S.	Good	All staff complete essential learning
Additional H&S resources	Good	availability of skilled resource
Additional resource - specifically in the busway service to focus on H&S / safe system approach		
Busway Safety inspections and maintenance regime.	Good	Lessons learned from Audits are implemented
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.		Testing of regimes completed and feedback acted upon
Clear Safety and Assurance Strategies	Good	Wicked issues escalated to DMT
		- Clear roles and responsibilities
		- Effective resourcing

<p>Clear safety and assurance strategies associated with our assets and responsibilities</p> <ul style="list-style-type: none"> - Busway - Depots - Trees - Highway Assets / Inspections - Structures and VRS 		<p>Executive Reporting</p> <ul style="list-style-type: none"> - Weekly H&S meetings - Escalation to senior leadership
Data monitored through scorecard including near misses.	Good	
<p>H&S on the agenda at team meetings.</p> <p>H&S a standing item at team meetings including safety moments</p>	Good	
<p>Highway Inspections</p> <p>Weekly reporting on inspections complete vs overdue Implementation of automated inspection aid to help visual inspections and provide audit history of inspection Focus on quality & process with inspectors New structure & roles proposed to engender further ownership & accountability longer term.</p>	Reasonable	<p>Adoption and use of technology Adoption of new processes and approach from inspection team Adoption of new structure & way of working</p>
<p>Highways Tree Policy & Inspection Plan</p> <p>New Tree Policy and inspection plan with appropriate resources to undertake proactive inspections of highway trees.</p>	Reasonable	<p>Approval of policy (revenue implication going forward) Funding availability Resource availability - includes within Highways Maintenance Structure</p>
<p>Response Times - Weekly contractor meetings</p> <p>Weekly meetings with contractor to review response times & overdue safety works (CAT1A / B) - potholes. Further oversight of orders being raised and accuracy / quality of these to avoid rejection / delays. Following of contractual processes linked to TSC to discuss & resolve with contracted partner. Focus on officers responding to CRN's and reports within set timeframes and actioning works as outlined in the HOS off the back of these inspections.</p>	Poor	<p>Accuracy of data and reasons for why orders aren't going through on time. Improvements to performance by teams to enable better quality scoping of work and response times. Collaborative working between CCC and contracted partners to identify and resolve issues quickly.</p>

Stress Risk assessments for all services Each service and DMT have stress risk assessments that look at the health and safety of staff physically, mentally and emotionally.	Good	Regular review and update by Service Directors and DMT
Structures and VRS Proactive inspection regime in place aligned to national guidance. Issues with Jesus Lock known and being monitored weekly for any deterioration - escalation route in place for this Inspection regime in place for all VRS (five yearly). Revised regime in place for those identified as high risk (yearly).	Reasonable	Ongoing use of CCC structures and lack of incidents Swift progression to delivery for all Red rated VRS runs. Completion of inspections to overdues and rest of VRS. Policy changes to inspection regimes and H&T sign o
Weekly Health and Safety Assurance Meetings Weekly meetings with service leads to 1. Review H&S approach and associated systems and resourcing 2. Agree improvements to approach where appropriate 3. Consider reported incidents/near misses and lessons learned 4. Review KPI and assurance information 5. Review key strategies	Good	

Action Plans	Assurance	Responsibility	Target Date
Action Plans Detailed action plans reviewed on a weekly basis	Action Log is maintained and reviewed each week	Service Director Infrastructure and Project Delivery	01/01/2027

Risk		Partnerships					Risk Owners	Current Score	Risk Appetite	Previous Score	Last Review	Next Review
Likelihood	5						Executive Director of Place and Sustainability	10	15	10	03/12/2025	22/04/2026
	4							Triggers 1. A key partnership agreement and/or arrangement fails having a direct impact on the councils ability to effectively provide services and or deliver on future commitments. 2. Separate political inputs to the programme could lead to conflicting or unclear strategic priorities. Connecting Cambridgeshire Programme Delivery: the programme revenue is 100% funded externally so there is a risk of no clear operational ownership 3. Misalignment between CPCA and CCC affecting funding of major infrastructure, active travel, Connecting Cambridgeshire or delivery of other CCC functions / strategic aims 4. Failure to influence and represent CCC on major regional changes such as East West Rail, growth in the Ox Cam Area, and in the England Economic Heartland. 5. Termination of partnership agreements due to diverging council strategic priorities e.g the shared Coroners Service.	Likelihood Factors (Vulnerability) 1. increased complexity with proposed changes to CPCA, LGR and National changes		Potential Consequences 1. 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. 2. Having a range of different funding sources increases the complexity of reporting and programme Management. 3. Complex partnership approach (CCC, CPCA, GCP,) there is an elevated risk of disagreement on direction or approach. Organisational policies may differ. 4. 3 separate inputs greatly increases complexity of stakeholder management and agreement of direction. 3. With 3 separate political inputs (CCC, CPCA, GCP,) there is an elevated risk of disagreement on direction or approach. Organisational policies may differ. 4. 3 separate inputs greatly increases complexity of stakeholder management and agreement of direction.	
	3					A						
	2					X						
	1											
		1	2	3	4	5						
Consequence												

Controls	Adequacy	Critical Success

<p>Connecting Cambridgeshire effective key stakeholder engagement</p> <p>Develop and maintain a good working relationship with key stakeholders/funders</p>	Good	Regular engagement and reporting
<p>Connecting Cambridgeshire Programme Governance</p> <p>Ensuring we have a fully functioning and representative programme board. There is a risk that some districts are more engaged with the programme than others resulting in the perception that some more engaged areas (e.g. Hunts) are being favoured with funding and solutions over other less engaged areas (Fenland).</p>	Good	<p>Programme Board</p> <p>CPCA Steering Group Meetings</p> <p>GCP Smart Board Meetings</p>
<p>Connecting Cambridgeshire: Manage expectations around new technology.</p> <p>The expectation that tech alone will deliver the benefits when what is needed is interrelated work/data/activity to realise the benefits of the tech.</p>	Good	Sign off obtained from Digital Connectivity Programme
<p>Key partnerships mapping</p> <p>Mapping of key partnership for the directorate undertaken with actions around lead officers, objectives and management arrangements.</p>	Good	<p>Regular updates provided by lead officers</p> <p>Work with Performance and Insight team to ensure partnership key list is updated</p>
<p>Partnership performance issues</p> <p>Identified officers have responsibility for monitoring, addressing, and flagging partnership performance issues. Agreement in place with PCC covering the management of shared service arrangements such as the coroners.</p>	Good	Escalation process in place via programme boards
<p>Place Directors</p> <p>Effective engagement through place directors to keep system approach to place matters</p>	Good	<p>Regular engagement and reporting</p> <p>Monthly meeting set up</p>

RECAP Engagement RECAP (Recycling Cambridgeshire and Peterborough) Partnership Effective engagement through Strategic Waste meetings with all RECAP partners	Good	Strategic Waste Meetings with RECAP partners RECAP Waste Board with Elected Members RECAP Senior Officer Group (RSOG)
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Action Plans	Assurance	Responsibility	Target Date
Stakeholder alignment check Quarterly (min) dialogue between the Programme Director and Executive Director Place and Sustainability to check in on stakeholder alignment and management		Executive Director of Place and Sustainability Head of Digital Connectivity	31/03/2026

Risk		Road Safety							
Likelihood	5						Risk Owners Service Director of Transport and Connectivity	Current Score 12 Risk Appetite 15 Previous Score 12	Last Review 10/09/2025 Next Review 17/12/2025
	4								
	3				X	A			
	2						Triggers 1. Failure to respond to network intelligence, post collision information 2. Insufficient funding/resources to deliver road safety schemes.	Likelihood Factors (Vulnerability)	Potential Consequences 1. Reputational damage to the Council. 2. Civil/Criminal action against the Council. 3. Harm to road users.
	1								
			1	2	3	4	5	Consequence	

Controls	Adequacy	Critical Success
1. Member of the Cambridge and Peterborough Road Safety Partnership.	Good	
3. Road Safety Strategy and robust monitoring of the strategy.	Good	

Action Plans	Assurance	Responsibility	Target Date

Risk		Termination of Shared Agreement for Trading Standards							
Likelihood	5						Risk Owners Executive Director of Place and Sustainability	Current Score 9 Risk Appetite 15 Previous Score 9	Last Review 12/12/2025 Next Review 22/04/2026
	4								
	3			X		A			
							Triggers Termination does not give the county sufficient resource to	Likelihood Factors (Vulnerability) Lack of transparency in decision making	Potential Consequences Inable to meet statutory requirements with regards to trading

Likeli	2					
	1					
		1	2	3	4	5

Consequence

Termination does not give the county sufficient resource to meet statutory compliance
 There is insufficient budget to create the service that is needed
 Lack of ability to train new personnel due to the loss of resource as part of the de-coupling
 Financial pressure in setting up new service and all sundries
 Procurement timeline of a new systems database is insufficient
 MOU not in place at date of termination

Lack of transparency in decision making
 Financial pressures in year across directorate and council wide
 Delays to procurement

Unable to meet statutory requirements with regards to trading standards
 Lack of skilled resource to cover all aspects of the Trading Standards service
 Inability to recruit due to the lack of skills on the open market
 In year budget pressure to fund new service, system and subscriptions
 Disruption to statutory service if the council has not procured a new database or has a disruption in service to Civica flare

Controls	Adequacy	Critical Success
Apprentice Programme for staff CCC to look at employing Apprentices to ensure that there is a sufficiently skilled workforce at CCC Support to be continued for existing apprentices/trainees.	Good	Apprenticeship being available Staff available for training Budget allocated for training
Budget pressure 26/27 mitigations There will be a budget pressure in 26/27 whilst the new Trading Standards service is established at CCC. To mitigate this there is a schedule of loss which will be presented to PCC, covering costs which have arisen from them terminating the agreement.	Good	Schedule of loss being presented to PCC within 60 days Finance working with service for budget build
Continuation of service whilst procurement for a new system is ongoing Whilst CCC IT procure a new system for trading standards, a data sharing agreement through an MOU will need to be created and agreed by PCC and CCC. Procurement process followed to purchase replacement IT system.	Good	PCC and CCC coming to a data sharing agreement. IT colleagues involved to ensure CCC is able to access PCC database fully in transition period. New operating system purchased.
Gaps in service provision There is currently a gap in service provision due with regards to the Head of Service post and the lead for the safety advisory group. This role is currently being fulfilled by Suffolk on an adhoc basis. Recruitment needs to be take place for both these roles.	Good	MOU created to ensure continuation of service with Suffolk following the termination of the shared agreement Recruitment for HoS to take place as soon as possible
Regular meetings in place between PCC HR and CCC HR to ensure TUPE process is followed Each month there is a project team meeting between PCC and CCC, with the SRO, PM and HR from both councils. At this meeting, TUPE is discussed and any concerns can be raised and addressed	Good	Attendance of HR from both councils Transparency regarding process and resource to be TUPE'd over
Skills assessment Skills assessment when looking at TUPE and assess demand across PCC and CCC as they are different demand characteristics across	Good	Skills matrix developed to assess staff in TUPE scope HR from PCC and CCC working together to assess skills needed for the new services

Action Plans	Assurance	Responsibility	Target Date
Project plan and critical path There is a project plan in place with a critical path plotted. This is reviewed weekly at the project board meeting. The plan covers HR matters, assets, finance and IT.	Weekly review at project board	Service Director: Community Development and Resilience	01/04/2026

Risk	Waste PFI Project - CONFIDENTIAL
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