Cambridgeshire County Council CRR

Risk 01. ASC - Council's arrangements for safegua	-						
5 Risk Owners Charlo	tte Black	Current Score	15		st Review	05/08/2022	
		Target Score	15	Ne	ext Review	03/11/2022	
		Previous Score	15			<u> </u>	
B X/T	es in sofeguerdin	Likelihood Factors (tential Conse		
arrangements	ses in safeguarding governance	5	nment funding from third party providers			It is seriously harmed ust in Council services	
	ctice in the delivery of	Increased expectat	tions on local governmen			led to have failed in statutor	ry duties
1 responsibilities 03. Ineffective Manage	ment Oversight	4. increase in deman	I I I I I I I I I I I I I I I I I I I				
1 2 3 4 5 05. Poor CQC	-						
Consequence		_					
Controls		Critical Success		Assurance			
01. Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national	Good	Regular reporting		1			
reviews such as Serious Case Reviews and safeguarding.	1			1			
02 Comprehensive endestruct	Coct	ligh gualt	d oursest				1
02.Comprehensive and robust safeguarding training, ongoing development policies and opportunities for staff, and regular		High quality supervision an Professional staff are able t		1			
supervisions that monitor and instil safeguarding procedures and		with their professional bodi		1			
practice				1			1
03. Clear 'People in Position of Trust' policy and guidance in relation to	Good						1
Adults				1			1
04 Multi-agency Safeguarding Boards and Eventting Boards	Good	Regular reporting		. <u> </u>			
04. Multi-agency Safeguarding Boards and Executive Boards provides multi agency focus on safeguarding priorities and provides systematic	Good	Regular reporting		1			1
review of safeguarding activity				1			1
06 Pohust process of internal Quality Assures (QA.)	Good	Zegular cudition	ting				1
06. Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance	Good	Regular auditing and report	ung	1			
	<u> </u>			! 	_		1
08. Regular monitoring of social care providers and information sharing	Good	Regular auditing and report	ting				1
meetings with other local organisations, including the Care Quality Commission				1			
	<u> </u>						1
09. Joint protocols, practice standards and QA ensure appropriate joint	Good	Regular auditing and report	ting				1
management				1			1
10. Coordinated work between multi-agency partners for both Adults and	d Good	Effective and safe impleme	intation	1			
Childrens. In particular Police, County Council and other agencies to				1			1
identify child sexual exploitation, including supporting children and youn people transitions to adulthood, with the oversight of the Safeguarding	g			1			
Boards				1			1
11. Continue to work with the CQC to share information	Good	Regular reporting					1
				1			
12. Caseloads have increased due to difficulty in recruiting qualified	Good		ł				1
roles. Oversight & challenge from QA Service and the Local Safeguarding Board				1			
Subgranding Doard				1			
14. Joint funded packages of Support	Good		ł				
Work is ongoing on resolving issues with CCG over jointly funded				1			1
packages of support (CHC, section 41 and section 117). Further action will be taken if back payments cannot be secured				1			1
15. Adults regular meetings to monitor progress and risks with CQC	Good						1
regulator				1			1
16. Managing demand and ensuring adults and children receive right	Good						1
16. Managing demand and ensuring adults and children receive right intervention at the right time.	0000			1			1
							1
17. Regular DMT's to discuss and escalate issues	Good						1
COVID RELATED TO A):	Good						
* Ongoing monitoring of staff sickness to intervene prior to rates	Good			1			1
increasing				1			1
				1			
	Good						
COVID RELATED: F) * Business cases to increase reablement capacity / social work capacity	Good y			1			
being applied for (Social work agreed)				1			1
* Recruitment campaign on reablement and could over-recruit has been agreed				1			1
				1			1
							1
Action Plans	Assurance			Responsil	bility	Target Date	1
	Assurance			Responsi	unity	rarget Date	٩

Risk Path: Risk Category: Linked Objective(s): Cambridgeshire County Council CRR/Cambridgeshire County Council

1 of 1

Ris	C	02. C	SC -	Failu	re of	the co	ouncil's arrang	ements	s to safeguard vulnera	able	children & young	g p	eople					
Π	5						Risk Owners	Charlott	e Black		Current Score Target Score	15 15			Last Review Next Review	05/08/20 03/11/20		
	4										Previous Score	15						
R	3					X/T	Triggers				Likelihood Factors	(Vu	nerability)		Potential Conse	quences		
iho	3					~1	COVID Relate		uarding due to an increase	of					1. Harm to child		son awaiting or r	eceiving
Likelihood	2								uarding - due to an increase -19 & vacancies	e or					services from the 2. Reputational d		the Council	
	1								s which increases workload	and						-		
	•						leads to poten	lai capac	ity issues									
		1	2	3	4	5	BAU RISKS:											
			Conse	quence	e				e case loads are too high in s sitions & demand on service									
							2. Inaccurate a	issessme	ent of risk in relation to childr	'								
							the family circu 3. Serious cas											
									s which increases workload	and								
									tity issues due to the econom									
							demand on far	nilles cau	used by the cost of living incr	rease								
Cont	role								Adequacy	Critic	cal Success			Assuran				1
		& Den	nand						Good	onac	al Success			Assulation	66			
0400	ouuo	0.000	ana						0000									
							has increased over											
and c mana		nge. S	killed a	and exp	perienc	ed safe	guarding leads and	l their										
	•	ads ha	ive inc	reased	due to	difficul	ty in recruiting qual	fied										
		rsight a ng Boa		enge fr	om QA	A Servic	e and the Local											
	·	0		g to kee	ep fami	ilies tog	ether and ensure c	hildren										
							outcome for the fam											
	-	ng der n at the			suring a	adults a	nd children receive	right										
			-															
		LATEC							Good									
				wer as	a last i	resort to	o ensure safeguard	ina is										
priori		geney	011 00	voi 45	u lubt l		s choure baleguard	ing is										
-	-	nonitor	ring of	staff sid	ckness	to inter	rvene prior to rates											
Increa	asing																	
		LATEC																
							pacity being applied paign launched	for										
Gove		-	,						Good									
			afegua	arding E	Boards	and Ex	ecutive Boards pro	vides										
multi	ageno	cy focu	is on s	afegua	rding p	riorities	and provides syste	ematic										
reviev partn		afegua	arding a	activity	specifi	c safeg	uarding situation be	etween										
ľ.																		
							artners. In particul y child sexual explo											
includ	ling s	upporti	ing chi	ldren a	nd you	ng peo	ole transitions to ad											
with t	he ov	ersight	t of the	Safeg	uarding	g Board	S			1								
Quali	ty Ass	surance	e and I	Practice	Э				Good					-				1
						arding t	raining, ongoing			1								
deve	opme	nt poli	cies ar	nd oppo	ortunitie	es for st	aff, and regular	otica		1								
supe	visior	is mon	ntor an	a instil	sategu	arding	procedures and pra	actice.		1								
l										1								
							nd procedures, link rom local and natic											
				s, inclui s Case						1								
5 Po	huct r	rococi	o of int	ornal C	uolity	Accurat	and (OA framowork	\										
							nce (QA framework formance)		1								
	0.5					5 - 5				1								
6. Wł	nistleh	lowing	policy	, robus	t Loca	Author	ity Designated Offi	cer		1								
							ss inform practice.			1								
1										1								
7. Re	gular	monito	oring o	f social	care p	orovider	s and information s	haring		1								
meet	ngs v	vith oth					iding the Care Qua			1								
Com	IIISSIC	11								1								
L										<u> </u>				1				J
Actio	n Pla	ns							Assurance			_		Respo	onsibility	Tar	get Date]
-																		

Risk Category:

Ris	k	03. 1	The C	ounci	il doe	es not	have enough b	corporate objectives					
	5						Risk Owners	Tom Kelly	Current Score	16	Last Review	19/08/2022	
	Ŭ								Target Score	15	Next Review	01/12/2022	
	4				х				Previous Score	12			
р	2					т	Triggers		Likelihood Factors	(Vulnerability)	Potential Consequences		
ğ	3					•	1. The Council	spends more resources than it has by the	1. Increased demand	for services	1. Council is issu	es a s114 notice or requires	
Likeliho	2						end of the year	and does not have sufficient reserves to	2. Economic/market	0 11 9	capitalisation direction		
Ľ	2						cover cummula		services		The Council does not deliver its statutory		
								cies, procedures or governance	Economic condition		responsibilities		
								oudget setting and monitoring	fees/charges or taxa		People do not receive the services to which the		
							Non-complia	nce with corporate processes	Changes to govern	nment funding	entitled or require, and may be harmed as a result		
		1	2	3	4	5	4. Poor demand	d management of services	5. Legislative and reg		 Reputational d 	amage	
							Inflationary p		Economic condition	ns Inflationary pressures -			
	Consequence							appropriate s/k/e	increased prices				
								is a victim of major fraud and corruption		additional costs or reduced			
								come from Safety Valve process - Council	•				
	has						has to fund DS	G High Needs deficit		ns Directive and the Best			
									Available Techniques	s conclusions (BATc)			

Controls	Adequacy	Critical Success	Assurance	
01. Robust Business Planning process	Good	Continued support from CLT to act collectively to develop budget proposals which meet the financial challenge		
02.Robust service planning, priorities cascaded through management teams and through appraisal process	Good	Staff have clarity of what is expected of them and deliver services within the available budget		
03. Integrated resources and performance reporting (accountable quarterly to S&R), tracking budget, savings, activity and performance	Good	Saving proposals delivered		
04.Operational division Finance and Performance Reports (accountable monthly to Service Committees), tracking budget, savings, activity and performance	Good	Saving proposals delivered		
05. Scheme of Financial Management, including Budget Control Report for the Council as a whole and operational divisions	Good	Clear budget process, effective engagement with it and compliance		
06.Procurement processes and controls ensure that best value is achieved through procurement	Good			
07.Budget challenge and independent advisory: Finance and budget managers at all levels of the organisation to track exceptions and identify remedial actions	Good	Meeting of financial targets and deadlines. Political engagement and approval		
08.Rigorous treasury management system plus tracking of national and international economic factors and Government policy	Good			
09.Rigorous risk management discipline embedded in services and projects	Good			
10.Adequate reserves	Good	Reserves held at recommended level as per section 25 statement (4%)		
11. Integrated Financial Monitoring Report	Good	Received quarterly at S&R		
12. Anti-fraud and corruption policy	Good	Organisational awareness campaigns		
13. whistleblowing policy	Good	Organisational awareness campaigns		
14. Internal control framework	Good	Organisational awareness campaigns		
15. Fraud detection work undertaken by IA, Counter Fraud	Good	Organisational awareness campaigns		
16. Awareness Campaigns	Good	Organisational awareness campaigns		
17. Anti money laundering policy	Good	Organisational awareness campaigns	1	
18. Publication of spend data	Good	Organisational awareness campaigns		
Action Plans	Assurance	9	Responsibility	Target Date
01. Engagement, development and submission of credible revenue and capital plans into safety valve proces	s		Tom Kelly Jonathan Lewis	07/10/2022

Linked Objective(s):

02. Capital Programme Board and RIT full scrutiny and supervision of proposal and savings plan development

30/11/2022

Tom Kelly

Risk 04. A serious incident occurs, preventing service	es from operating ar	nd /or requiring a ma	jor/critical incident re	esponse.	
2 access) 1 3 1 2 1 2 2 3 4 1 5 1 6 1	of staff or key staff (including temporary denia t or data r l Recovery in CCC services due to ong	l of flooding and severe v 2. Pandemic 3. Cyber Attack / Cyb	vironment hazards such as weather	resulting in harm	ver services to vulnerable people, to them et legislative and statutory rvice demand
Controls	Adequacy	Critical Success	As	surance	
1. Corporate and service business continuity plans	Reasonable	Up to date business contin across the Council	uity plans available "Ex agi reg and en hel der ex rev	perience through Covid lity of the workforce in d jular review of BC plans d stressed. The radical of vironment, e.g. majority ps with business continu monstrated that we can ceptional circumstances.	elivering services with which have been tested hange in our operating of staff working remotely, uity. We have develop options in
2. Relationships with trade unions including agreed exemptions	Good		und with	ngagement is good with dertaken. More frequent h TU's throughout Covid p up engagement when	engagement and contact demonstrates ability to
3. Corporate communication channels in case of emergency	Good	Responsive media strateg	thro inte cor we	ough comms leaders, so ernal comms. Updating v mms. Comms for Memb	vith partners, shared
4. Multi-agency collaboration through the Cambridgeshire & Peterborough Local Resilience Forum	Good		of a gol issi nat	a range of specific sub g d strategic group. Tackl ues. Frequency and inte	nsity and range and antly during Covid which
6. Resilient Internet feed	Good		imp WF	onsiderable work undert prove resilience of netwo FH for staff and Member gular monitoring process	ork, high proportion of s can be sustained.
7. Business continuity testing	Good	Regular testing undertaker	bus	onstantly having to reposi siness. Constantly revise ted, particularly those in	ed and re-written and
8. Corporate Emergency Plan	Good		thre inc up	rporate Emergency Plan ough recent incidents (2 luding Flooding and Sev alongside delivering our sponse/Recovery Plans	020/21 and 2021/22) ere Weather. All stepped Covid
9. IT security – data encryption, hardware firewalls, network traffic monitoring, inbound mail monitoring, spam filters, web content filtering, anti-virus software (Moved From previous risk 3)	Good		sec pro thre pra act Cyl	curity board and dashboa stections and external the	reats. Effectively dealt with in 2021/22) adopting best vestigation/remedial ison with the National

Action Plans	Assurance	Responsibility	Target Date
Testing disaster recovery plans		Sue Grace	31/12/2022

Risk Category:

S Description Description <thdescripiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiii< th=""><th>Risk</th><th>05. ⁻</th><th>The C</th><th>ounc</th><th>il doe</th><th>es not</th><th>del</th><th>liver</th><th>its statu</th><th>itory oi</th><th>r legisl</th><th>ative obligatio</th><th>ns</th><th></th><th></th><th></th><th></th><th></th><th></th><th></th></thdescripiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiii<>	Risk	05. ⁻	The C	ounc	il doe	es not	del	liver	its statu	itory oi	r legisl	ative obligatio	ns							
Image: The second sec								Risk	Owners	Fiona Mo	cMillan			Target Score	15					
Bit Hash Table of the sequence or consistent Charles because a sequence of the root generation or consistent or c	4																			
Control Adequery Critical Success Assumace Display (Power state) Dood Land of the Success in larged Assumace Display (Power state) Dood Land of the Success in larged Assumace Display (Power state) Dood Land of the Success in larged Assumace Display (Power state) Dood Land of the Success in larged Image: Success in larged Display (Power state) Display (Power state) Success in larged Image: Success in larged Display (Power state) Display (Power state) Success in larged Image: Success in larged Display (Power state) Display (Power state) Success in larged Image: Success in larged Display (Power state) Display (Power state) Display (Power state) Display (Power state) Display (Power state) Display (Power state) Display (Power state) Display (Power state) Display (Power state) Display (Power state) Display (Power state) Display (Power state) Display (Power state) Display (Power state) Display (Power state) Display (Power state) Display (Power state) Disp	Clikelihood	1	_			×		1. Ma 2. La 3. Ne 4. Pc 5. Ins	ajor busine ack of mana egative insp por financia sufficient F	agement bection ju Il manage inance	oversigh Idgemen ement	t		 Current local finan Ongoing national r Changes to statute Industrial Emission 	ncial pre reductio ory/Leg ns Dire	essures on in public secto gislative duties ctive and the Bes	-	1. Harm to peop services they ne 2. Criminal or civ	le as a result of th ed or are entitled /il action against t	to he Council
Dr. Monting Officer roo Proceeding of the Constraint State of a material state of a m	Controls			, quone							Adequa	1CV	Critic				Assuran	<u> </u>		
Image:	01. Monite	oring C			f on all	l legisla	tive o	chang	jes.		-		Lack	of or reduced risk of		sful legal	Assuran			
C. Business Planning process used to identify and address changes to legislative/regulatory requirements Cood Image (e.g. Care Ad) Ob. Projects and training to ensure the implementation of legislative changes (e.g. Care Ad) Good Image (e.g. Care Ad) Of. Projects and training to ensure the implementation of legislative changes (e.g. Care Ad) Good Image (e.g. Care Ad) Of. Projects and training to ensure the implementation of legislative changes (e.g. Care Ad) Good Image (e.g. Care Ad) Of. Projects and training to ensure the implementation of legislative changes (e.g. Care Ad) Good Image (e.g. Care Ad) Of. Projects and and improvement undertaken for importions by regulators (e.g. Office) Good Image (e.g. Care Ad) Image (e.g. Care Ad) Off. Service managers ket up to date with changes by Monitorig Office Good I.ack of or reduced risk of successful legisl challenge to decision making Image (e.g. Care Ad) Off. Additional descurpt training for all staff Good High levels of completion of training Image (e.g. Care Ad) 11. Use of data protection impact assessments in all projects and protection training and material reductive Causalams Good A higher rate of data protection impact assessments completed Image (e.g. Care Ad) 12. Additional descare for information and security training (e.g. Core printers) Good Contradits with DF clauses and data protection	02. Code of Corporate Governance															sful legal				
legislative/regulatory requirements OB: Properties and training to ensure the implementation of legislative challenge (c. G. Gare Act) OB: Constitutional delegation to Committees and CLT OD: Constitutional delegation to Committees and processes OD: Preparation OD: Review managers keep up to date with changes by Monitoring Officer OD: Service managers keep up to date with changes by Monitoring Officer OD: Service managers keep up to date with changes by Monitoring Officer OD: Service managers keep up to date with changes by Monitoring Officer OD: Service managers keep up to date with changes by Monitoring Officer OD: Service managers keep up to date with changes by Monitoring Officer OD: Service managers keep up to date with changes by Monitoring Officer OD: Service managers keep up to date with changes by Monitoring Officer OD: Service managers keep up to date with changes by Monitoring Officer OD: Service managers keep up to date with changes by Monitoring Officer OD: Service managers keep up to date with changes by Monitoring Officer OD: Service managers keep up to date with changes by Monitoring Officer OD: Service managers keep up to date with changes by Monitoring Officer OD: Service managers keep up to date with changes by Monitoring Officer OD: Service managers keep up to date with changes by Monitoring Officer OD: Service managers keep up to date with changes by Monitoring Officer OD: Service managers keep up to date with changes by Monitoring Officer OD: Service managers keep up to date with changes by Monitoring Officer OD: Service managers keep up to date with changes by Monitoring Officer OD: Service managers keep up to date with changes by Monitoring Officer OD: Service Monitoring Officer OD:	03. Community impact assessments required for key decisions																			
changes (e.g. Care Act) challenge to decision making challenge to decision						d to idei	ntify a	and a	ddress cha	nges to	Good									
07. Health and safety policies and processes Cood Image: Cool of the cool of					sure th	ne imple	emen	ntation	n of legislat	ive	Good					sful legal				
08. Preparation and improvement undertaken for inspections by regulators (c.g. Ofsted) Good Image: a constraint of the second of the seco	06. Const	titutiona	al deleç	gation t	o Com	mittees	and	1 CLT			Good									
regulators (e.g. Ofsted) 99. Service managers kept up to date with charges by Monitoring Office Good Lack of or reduced risk of successful legal 17. Pathfinder, Government departments, protessional bodies, involvement Include and the works Include and the works 10. Mandatory data protection and security training for all staff Good High levels of completion of training Image: Completion impact assessments in all projects and procurements 11. Use of data protection impact assessments in all projects and procurements Good A higher rate of data protection impact assessments completed 12. Regular communications to all staff and at key locations (e.g. printers) Good Good Image: Completion of training 13. Joint Information Management Board, chaired by senior information discrotares along oversees all information governance and cyber security activity Good Contracts with DP clauses and data processing instructions included 14. A comprehensive set of Information and security policies Good Reduced number of breaches/cyber success caused by a lack of knowledge Image: Completion difficer and both Califications and processing instructions included 15. Established procedure for notifying, handling and managing data processing instructions included Good Reduced number of breaches/cyber success caused by a lack of knowledge Image: Completion difficer 16. Data breaches, training feedback and performance indicators records <td< td=""><td>07. Health</td><td>h and s</td><td>safety p</td><td>olicies</td><td>and pr</td><td>ocesse</td><td>S</td><th></th><td></td><td></td><td>Good</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>	07. Health	h and s	safety p	olicies	and pr	ocesse	S				Good									
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breaches caused by a lack of knowledge caused by a lack of knowled	14. A com	nprehe	nsive s	et of in	formati	ion and	secu	urity p	olicies		Good				and da	ata processing				
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Risk Path:

Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category: Linked Objective(s):

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agency workers is in place to give clarity to hiring managers about when it is appropriate to use these options, and the appropriate and compliant way to do so. Il established consultative framework with trade unions, including ty meetings throughout the Covid period Good These well established and positive relationships enable constructive discussions with trade union colleagues around any challenging workforce related matters, as well as an opportunity to gain valuable insights and contributions to help shape policy	se of Consultants Policy		Good				A clear or	plicy on the use of	consultants, interim and	1
Il established consultative framework with trade unions, including Good These well established and positive relationships enable constructive discussions with trade union colleagues around any challenging workforce related matters, as well as an opportunity to gain valuable insights and contributions to help shape policy			2000				agency w	orkers is in place	to give clarity to hiring	1
Il established consultative framework with trade unions, including ty meetings throughout the Covid period Good These well established and positive relationships enable constructive discussions with trade union colleagues around any challenging workforce related matters, as well as an opportunity to gain valuable insights and contributions to help shape policy							•			1
tly meetings throughout the Covid period colleagues around any challenging workforce related matters, as well as an opportunity to gain valuable insights and contributions to help shape policy								na ne appropriat	o and compliant way to do	1
tly meetings throughout the Covid period colleagues around any challenging workforce related matters, as well as an opportunity to gain valuable insights and contributions to help shape policy	Well established consultative framework w	ith trade unions in	cluding Good				These we	II established and	positive relationships	1
matters, as well as an opportunity to gain valuable insights and contributions to help shape policy	hightly meetings throughout the Covid perio		Good South				enable co	onstructive discus	sions with trade union	1
insights and contributions to help shape policy										1
development.							insights a	nd contributions t		1
										1
Plans Responsibility Target Date				L			uovolopii	iont.		

Action Plans	Assurance	Responsibility	Target Date
Development of own learning platform	Action Completed Janet Atkin - 2/9/22	Janet Atkin	14/06/2022
The values and behaviours framework will be reviewed in line with the next iteration of the People Strategy to make sure		Janet Atkin	31/03/2023
Work with the service directors to create a comprehensive L&D strategy to support the wider People Strategy.		Janet Atkin	31/03/2023
Risk Path: Cambridgeshire County Council CRR/Cambridg	eshire County Council		•

Risk Path:	Cambridgeshire County Council CRR/Cambridgeshire County Council		
Risk Category:			
Linked Objective(s):			

Bite Owners Steve Cox Current Score 12 Last Review Cold/02/12/2022 1	Risk	07. I	nsuffi	cient	infra	struct	ture	e to deliver the Co	uncil's serv	vices							
Open of the second s								Risk Owners Steve C	Cox		Target Score	15					
Open of the section the section of the section of the section of	_							Triggers				-	rability)		Potential Conse	quences	
1. Maximisation of developer contributions through Section 106 Good Good negotiations. Policy is to deal with strategic development sites through s106, not including CIL Good Agreed and adopted by the Council 2. Section 106 deferrals policy is in place. Good Regular reporting 3. Capital Programme Board Good Regular reporting 4. Prudential borrowing strategy Good Good 5. Review, scrutiny and challenge of design and build costs to ensure maximum value for money Good Good 6. Co-ordination of requirements across partner organisations to secure viable shared infrastructure Good Good 7. Annual school capacity return to Department for Education seeks to ensure maximum levels of funding for basic need Good Good 8. Maximise annual maintenance block funding from Central Good Good Good Image: Coordination of the incentive fund.		1			4			 Insufficient funding to Growth funds Section 106 Community infrastructure fu -School infrastructure fu -Highways Active Trave 2. Partnerships do not services to meet needs 3. Infrastructure undern adequately maintain Infrastructure deliver 	ure levy unding I funding deliver new inf of population hined due to ir	rastructure /	Willingness of stake Changes in grant fu Failure of a key sup Reduced funding fro End of the Greater (Insufficient staffing key infrastructure	holders nding plier om devo Cambrid	to embrace deve lution deals ge City Deal proc	Jramme	 Impacts on tra social outcomes Greater borrow infrastructure whi Increased pres maintenance buc Unsustainable 	insport, economic, enviror wing requirement to delive ich is unsustainable finan ssure on already stretched dgets or reduced growth	r cially
1. Maximisation of developer contributions through Section 106 Good negotiations. Policy is to deal with strategic development sites through Good 2. Section 106 deferrals policy is in place. Good 3. Capital Programme Board Good 4. Prudential borrowing strategy Good 5. Review, scrutiny and chailenge of design and build costs to ensure maximum value for money Good 6. Co-ordination of requirements across partner organisations to secure viable shared infrastructure Good 7. Annual school capacity return to Department for Education seeks to ensure maximum levels of funding from Central Good Good 8. Maximise annual maintenance block funding from Central Good Good	Controls								Adequacy	l	Critical Success			Assurance	ce		7
5. Review, scrutiny and challenge of design and build costs to ensure maximum value for money Good 6. Co-ordination of requirements across partner organisations to secure viable shared infrastructure Good 7. Annual school capacity return to Department for Education seeks to ensure maximum levels of funding for basic need Good 8. Maximise annual maintenance block funding from Central Government, maintaining band 3 of the incentive fund. Good	negotiatio s106, not 2. Sectior	negotiations. Policy is to deal with strategic development sites through s106, not including CIL 2. Section 106 deferrals policy is in place.							Good			ie Coun	cil				
maximum value for money Good 6. Co-ordination of requirements across partner organisations to secure viable shared infrastructure Good 7. Annual school capacity return to Department for Education seeks to ensure maximum levels of funding for basic need Good 8. Maximise annual maintenance block funding from Central Government, maintaining band 3 of the incentive fund. Good	4. Pruden	itial bor	rowing s	strateg	у				Good								1
viable shared infrastructure Good 7. Annual school capacity return to Department for Education seeks to ensure maximum levels of funding for basic need Good 8. Maximise annual maintenance block funding from Central Government, maintaining band 3 of the incentive fund. Good					ge of a	design a	and	build costs to ensure	Good								
ensure maximum levels of funding for basic need 8. Maximise annual maintenance block funding from Central Government, maintaining band 3 of the incentive fund.					ts acro	ss parti	ner	organisations to secure	Good								
Government, maintaining band 3 of the incentive fund.									Good								
Action Plans Assurance Responsibility Target Date									Good								
	Action P	ans							Acc	urance				Respo	nsihility	Target Date	-

Risk Category:

R	sk	08. F	ailur	e to D)elive	r Key C	Council Servic	es							
	5						Risk Owners	Charlotte	e Black; Steve Cox	Current Score Target Score	10 15		Last Review Next Review	02/09/2022 01/12/2022	
	4									Previous Score	10				
8	3					т	Triggers			Likelihood Factors	· · · ·		Potential Conse	•	
Likelihood	2	1	2 Conse	3 quenc	4	X 5	CIC and adult p 02. Workforce s sector and part 03. Skills suffic 04. Lack of Bus 05. Poor Contra 06. Poor Projec 07. Poor Gover	olacemen sufficienc ners iency siness Co act Manage t Manage nance ar	y – council and independen ontinuity Plans for Key Servio gement	02. Change in gove 03. Pandemic 04. Long-term Brex 05. Local Elections 06. Increased Dema 07. Industrial Emiss	t implications		to increased risk outcomes 02. Children and need to reduce tl	adults inappropriately plac of harm, poor health and s adults do not receive servi he risk of harm, reach their independence potential	social ices they
			Conse	quenc	e		11. Insufficient	nd Manag ation proc budget so	gement cess for concerns etting and management n Corporate policies and						
	ontrols	et susta							Adequacy	Critical Success		Assuranc	e		
ap lig thi fin en inv wi	Since April 22, the market sustainability and inflation plan has been approved. Officers are mindful of ensuring financial control, especially 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. 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														
lor SE wa are	iger-ter ND ne is agree e now ii	m plan eds an ed by C n devel C serv	s for er d also YP Co opmen ice hav	nsuring for Ear mmitte t. re adeq	future : ly Years e on 1 l uate Bi	sufficiences s and Ch March 20 usiness (tlining, short, medi cy for those Childre ildcare sufficiency 022. Further action Continuity Plans in al covid changes	en with which n plans	Good Good						
wi	h famil		comp	lex nee	ds and		more effective in v ng to work closely		Reasonable						
les	s so in		Recru	uitment			s good in some are d agency staff are p		Reasonable	An independent sector we expand in line with the de needs growth of Cambrid	mographic and complex	local work recruitmer recruitmer Supported	force pressures, nt, establishes a s nt and stards acro l by public sector	eflects the needs of the creates a pipeline for standardised approach to oss the care sector. partners and tackling the e Combined Authority.	
Δ.	tion D	200							Accurance			Beene	acibility	Target Date	-
AC	tion Pl	ans							Assurance			nsibility	Target Date	J	

Risk Category:

Risk	09. T	he Co	ounc	il is a	victin	n of (Cyber crin	ne											
5			х			R	lisk Owners	Sue Gra	се			Current Score		15		Last Review	0	2/09/2022	
			^									Target Score		15		Next Review	0	1/12/2022	
4												Previous Score		15					
7						т	riggers					Likelihood Facto	ors (Vulnerability)		Potential Conse	equ	iences	
ŏ 3					т	0	1. Data loss					01. Increasing ma	alicio	ous attempts from vari	ous	01. Regulatory b	orea	ach subject to ICO acti	on,
Clikelihood		2 Consec	3 Juenc	e e	5	0: 0: 0: 0: 0: 0: 0: 0: 0:	 Data loss Denial of I Malware at Phishing ai Phishing ai Ransomwa Telephone Telephone Major vulne DR for IT S 	tack ttack ire attack Toll Fraud erability				sources		bus attempts from vari	bus	reputational harr private information 02. Inability or de to access any co- of the Council ne any services that public. Finally it v operated by the 03. Infection of C a degradation of 04. Credentials a unauthorised thil action, reputation unautorised rele. 05. Loss of acce to recover access operations to ree data, reputational impact will depend impact of the att 06. Financial loss also suffer reput risks if the breact impersonate the 07. Systems are vulnerabilities. 08. There is a ris solution has not August 2021. Th	m to ion. egra ompetwo at the cource f Cource and f cource and f cource cource and f cource and f cource and f cource and cource and co	b the Council and disc adation in the ability o pouter based service he ork. It will most likely a ucil. Incil systems for ac- uld also impact any VG uncil. uncil systems by malw pouncil systems. I/or data being made a poarties. This could res damage to the Council e of confidential inform to Council data, a fina reinstallation and rest er access, release of a arm and ICO action. The on how well mitigation for the Council. The Co- ponal damage or inform r of the system attemp puncil. ploited by using know that the functionality of ten place since impler	losure of f Council sta posted outside also impact cess by the DIP services are, causing available to ult in ICO ill and the nation. ancial ranson ore confidential the exact or reduce the puncil may nation loss ots to n\unknown f the new DR nentation in there is an
Controls									Adequa	су	Crit	ical Success			Assura	testing the soluti		ires DR to be invoked during a live event.	
taken whe place and messages	en encou these w s are als Multifac	untered /ill dele o mark tor autl	l. Mult te or i ed as nentic	iple lay mark n such a ation is	vers of P nessage as they c s used to	Phishir es as a contair	and actions to ng detection a appropriate. E n a higher risl ce the likeliho	re in xternal < of	Good										
with 14 da system. Fi controls w vulnerabili	ays for vi irewall, l vill be us ities fron l-part int	ulnerat Email, ed to e n being elligen	oilities Webs limina g expl	rated ite acc ate or r oited. N	critical o ess and educe th NCSC Ea	or high l end-c ne risk arly W	nner, which s on the CVSS device technic c on known\ur (arning, WAR dentify vulner	scoring al known P and	Good										
that enviro available.	onment l DR test ect will cl	has not is to b hange	t beer e plar	testeo ned in	d to ensu for 2022	ure all 2/23 a	ever performa functionality is the impact istructure and	s of the	Good										
04. Robus	st policie	s and	oroce	dures					Good										1
	controls						data, and to u he likelihood o		Good										1
		-			•		n Firewalls, e ture updates.	mail and	Good										1
the UK on so that any alerted up	ly. Norm y deviati on.	nal usa ion fror	ge is n nori	monito nal us	red by th e patterr	he pro ns can	ouncil VOIP sy vider and Cou be identified	uncil staff and	Good										
	area netv	work pi	ovide	r MLL.	This wil		service provi m us of any d		Good										
Action Pla	ans									Assurance					Resp	onsibility		Target Date	

Risk Category:

Ris														
	5						Risk Owners	Fiona McMillan	Current Score	12	Last Review	02/09/2022		
	•								Target Score	15	Next Review	01/12/2022		
	4							1	Previous Score	12				
R	v				v	Ŧ	Triggers	Triggers		Likelihood Factors (Vulnerability)		equences		
hoc	3				^			that a lack of oversight and control of				ffer loss, detriment and distress as		
Likelihood	2						handled, which	nagement leads to information being mis- would expose the organisation to:			result of poor ma	result of poor management of data		
	1						involvement.	nformation Commission Officer						
		1	2	3	4	5	publicity.	e reputation of the council and adverse						
	Consequence					e records management, contractual								
							obligations, cas	obligations, case management, training and awareness						

Controls	Adequacy	Critical Success	Assurance	
01. Mandatory data protection and security training for all staff	Good			
02. Use of data protection impact assessments in all projects and procurements	Good			
03. Regular communications to all staff and at key locations (e.g. printers)	Good			
04. 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	Good			
05. A comprehensive set of information and security policies	Good			
06. Established procedure for notifying, handling and managing data breaches	Good			
07. data breaches, training feedback and performance indicators reported to info management board and CL	Good			
08. 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.	Good			
Action Plans	Assurance		Responsibility	Target Date

Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Path: Risk Category:

Dick 11 Enilium of how portrambing	ontracta							
Risk 11. Failure of key partnerships or c		lly	Current Score	12		Last Review	16/08/2022	
5		-	Target Score	15		Next Review	01/12/2022	
Trigger	re		Previous Score Likelihood Factors	12 (Vulnerability)		Potential Conse		
3 X T	erent partnership	arrangements and/or contra	acts 1. This Land - arms	length/commercial risk.	•	1. Financial impa	act of credit loss or default o	on monies
	onflicting aims or ge scale handbac	priorities. ck / collapse of major supplie	ers cashflows	n to value depleting but im		owed 2. Revenue impa	act of increased costs or rec	duced
for ecor	nomic/profitability		2. Uncertainty and m	najor change programmes Councils, restricted budg	6	income returns	outcomes and service deliv	
in suppl	ly chain or CPI.		across sector.			4. Construction of	quality and health & safety r	
partners	ships.	dentify key/business-critical	4. Industrial Emissio	mic and inflationary volatil ns Directive and the Best		 Reputational h Failure to fulfil 		
		ally agreed contracts or deliverables and governance		s conclusions (BATc)				
		partnerships and contracts. y procure key contracts lead	s to					
legal ch	nallenge.	erships lack clear corporate						
owners	; or contract/partr	nership owners have a confli CC role and external interest						
08. Con	ntracts or partners	ship agreements fail to drive						
penaltie	es/rewards.	comes through appropriate						
10. Thir	rd party fraud con	ntract management expertise nmitted by or against supplie	ers					
	ners and/or intern ppliers or partners	al fraud or corruption in collu s.	ision					
	ationship breakdo	own with key tentially leading to a legal						
dispute		, , ,	k of					
a divers	sified supply chair							
or local	partnership orga		ent					
		adhere to business plan: mme slippage, assumptions						
about fu	urther land acquis	sition & promotion ctations, housing						
		ation reduce profitability						
Controls		. ,	Critical Success		Assuranc	ce		
01. Contract Procedure Rules and associated guidance a	and training.	Good						
02. Partnerships Advice & Guidance Document.		Poor						
03. Grants to Voluntary Organisations Policy.		Good						
bo. Crano to volantary organizations i oney.		0000						
04. Contracts Register.		Good						
05. Procurement Governance Board.		Reasonable						
06. Head of Diligence & Best Value role.		Reasonable						
07. Business Continuity Planning processes.		Poor						
08. Corporate due diligence processes.		Good						
os. corporate que unigence processes.		6000						
09. Declarations of Interest processes within the Codes of officers and members	of Conduct for	Reasonable						
10. Corporate process for identifying key partnerships an	id contracts.	Reasonable						
11. Budget monitoring and forecasting processes.		Good						
Action Plans		Assurance			Respo	nsibility	Target Date	
01. Implementation of This Land Ltd action plan in respon	nse to AY Report				Tom K	Celly	01/12/2022	
02. Review and update Partnerships Advice & Guidance	document linking	g in to			Paul Fo	ох	30/11/2022	
the Appointments to Outside Bodies Process.								
03. Develop and implement Contract Management toolki	t and guidance.						30/11/2022	
	a ana di di di di si	nat					00/00/0000	
04. Implementation of mandatory Procurement eLearning managers and contract managers.	y module for budg	yer			Clare I	EIIIS	30/09/2022	
05. Update guidance for Members to clarify how interests	ebould be deal	red			Figs- 1	AcMillon	20/11/2022	
05. Update guidance for Members to clarify how interests when Members are involved in procurements.	s should de decla	lieu			riona N	McMillan	30/11/2022	
06. Procurement Guide					Clara	Filio	04/40/2022	
Update Procurement Guide to provide more detailed info					Clare I	L1113	01/10/2022	
ensure that the form of contract drives desired deliverable appropriate penalties/rewards.	es/outcomes thro	bugh			I			
07. Procurement Governance Board					Tom K	Celly	01/10/2022	
Review the possibility of adding the following areas to the	e remit of the					-		
Procurement Governance Board: -Monitoring and enforcing compliance								
-Monitoring security of critical supplies -Contract management								
-Ensuring diverse supply chains					I			
08. Business Continuity Plan templates		. 1			1		30/11/2022	
Amend Business Continuity Plan templates to ensure all to identify critical contracts/partnerships and include or lir								
risk of supplier failure or collapse.								
09. Implement the new Sustainable Procurement Strateg	IÀ				Clare I	Ellis	01/11/2022	
L		1			1			

 Risk Path:
 Cambridgeshire County Council CRR/Cambridgeshire County Council

 Risk Category:
 Cambridgeshire County Council CRR/Cambridgeshire County Council