

Appendix 1 CCC P&E Risk Register (revised)

03/10/2019 09:16:31

Risk		01. P&E Budget									
Likelihood	5	A			R		Risk Owners Steve Cox	Current Score 4	Last Review 12/09/2019		
	4	G								Target Score 4	Next Review 03/12/2019
	3										
	2		X				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	
5. 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
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	03/12/2019

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 P&E (revised)/Cambridgeshire County Council/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		02. Staff capacity and resilience									
Likelihood	5	A			R		Risk Owners Steve Cox	Current Score	6	Last Review	12/09/2019
	4	G						Target Score		Next Review	03/12/2019
	3							Previous Score	6		
	2			X			Triggers 1. Unable to recruit and retain staff with the right skills and experience	Likelihood Factors (Vulnerability)		Potential Consequences	
	1									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	
			1	2	3	4	5	Consequence			

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 meetings	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 Develop Apprenticeship Schemes	Quinton Carroll Emma Fitch Richard Lumley Andy Preston	30/04/2020
Restructure Job re-evaluation before restructure	Quinton Carroll Emma Fitch Richard Lumley Andy Preston	30/04/2020
Shire Hall 2020 Assistant Directors to work with staff towards proposed new ways of working	Quinton Carroll Emma Fitch Richard Lumley Andy Preston	31/07/2019
Staff Retention Retain staff utilising HR initiatives	Quinton Carroll Emma Fitch Richard Lumley Andy Preston	31/07/2019
Talent Management Programme Develop a Talent Management Programme	Quinton Carroll Emma Fitch Richard Lumley Andy Preston	30/09/2019

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

Risk Category:

Linked Objective(s):
