Cambridgeshire County Council CRR

Risk	01. ASC - Council's arrangements for safeguarding vulnerable adults fail

	Risk Owners	Debbie McQuade	Current Score	15	Last Review	07/03/2023
Likelihood matrix			Target Score	15	Next Review	12/06/2023
			Previous Score	15		

Likelihood / Consequence matrix (X/T positioned at Likelihood 3, Consequence 5)

	Triggers	**Likelihood Factors (Vulnerability)**	**Potential Consequences**
	1. Inability to recruit, train and retain experienced staff	1. Decrease in government funding	1.Vulnerable adult is seriously harmed
	2. Inherent weaknesses in governance arrangements	2. Failure/handback from commissioned providers	2. People lose trust in Council services and/or commissioned services
	3. Poor quality of practice not delivering statutory responsibilities, non- compliance with policies & practice guidance	3. Increased expectations on local government	3. Council is judged to have failed in statutory duties
	4. Ineffective management oversight	4. Increase in demand for services	4. Requires improvement or inadequate CQC outcome
	5. High caseloads/demand on service	5. Current Directorate restructure underway	
	6. Internal organisational change	6. Inflation and cost of living crisis	
	7. External system/regulatory changes		
	8. Major incident results in spike in demand for services and/or inability to access Council systems, records or buildings.		

Controls	Adequacy	Critical Success	Assurance
01. Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Safeguarding Adult Reviews.	Good	Regular reporting	Adults practice governance board
02.Comprehensive and robust safeguarding training, ongoing development policies and opportunities for staff, and regular supervisions that monitor and instil safeguarding procedures and practice	Good	High quality supervision and support. Professional staff are able to continue registration with their professional bodies	Adults practice governance board
03. Clear 'People in Position of Trust' policy and guidance in relation to Adults Provide training, SAB	Good		MASH
04. Multi-agency Safeguarding Boards and Executive Boards provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity	Good	Regular reporting	SAB annual reports & report to Adults & Health Committee
05. Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance	Good	Regular auditing and reporting	PGB &DMT

06. Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission. Implementation of provider of concern process as required.	Good	Regular auditing and reporting	Contracts monitoring team, care home support team & provider of concern process
07. Joint protocols, practice standards and QA ensure appropriate joint management Reviewed in line with new legislation	Good	Regular auditing and reporting	PGB & DMT
08. Coordinated work between multi-agency partners for both Adults and Childrens. In particular Police, County Council and other agencies including supporting young people transitions to adulthood, with the oversight of the Safeguarding Boards	Good	Effective and safe implementation	SAB
09. Continue to work with the CQC to share information	Good	Regular reporting	Contracts monitoring team
10. Oversight & challenge from QA Service and the Local Safeguarding Board	Good		PGB & SAB
11. Regular DMT's to discuss and escalate issues Held weekly	Good		Escalation to CLT as required

Action Plans	Assurance	Responsibility	Target Date

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk	02. CSC - Failure of the council's arrangements to safeguard vulnerable children & young people

						Risk Owners	Elaine Redding		Current Score	15		Last Review	13/12/2022

Risk Owners: Elaine Redding

Current Score: 15
Target Score: 15
Previous Score: 15

Last Review: 13/12/2022
Next Review: 13/03/2023

Likelihood / Consequence matrix (X/T located at Likelihood 3, Consequence 5)

Likelihood \ Consequence	1	2	3	4	5
5					
4					
3					X/T
2					
1					

Triggers

1. High caseloads in Children's Social Care.
2. Systems and processes fail to support an accurate assessment of risk in relation to child and family circumstances.
3. Non-compliance with safeguarding processes and procedures.
4. Inability to recruit and retain experienced Social Workers.
5. Level of need outstripping market capacity.
6. Failure to secure a positive outcome from Ofsted inspection.
7. Major incident results in inability to access Council systems, records or buildings.
8. Changes in regulatory requirements for children's social care.
9. Ineffective management oversight.

Likelihood Factors (Vulnerability)

1. Children's social care case loads are too high in some areas due to issues with recruitment and retention.
2. Inaccurate assessment of risk in relation to children & the family circumstances.
3. Dedicated Schools Grant High Needs Block overspending.
4. Difficulty procuring sufficient capacity for children's placements and Home to School Transport.
5. Cost of living crisis may create increased demand for services.
6. Uncoupling of Children's directorate from former joint People directorate.
7. New quality standards and Ofsted inspection regime for unregulated supported accommodation for 16- and 17-year old looked after children and care leavers.

Potential Consequences

1. Harm to child or young person awaiting or receiving services from the Council.
2. Reputational damage to the Council.
3. Financial impact.
4. Legal challenge or government intervention.

Controls	Adequacy	Critical Success	Assurance
1. Multi-agency Safeguarding Boards and Executive Boards. Provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity specific safeguarding situation between partners.	Good		
2. Information-sharing and coordinated work between multi-agency partners, providers, and regulators. In particular Police, County Council and other agencies to identify child sexual exploitation, including supporting children and young people transitions to adulthood, with the oversight of the Safeguarding Boards. Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission.	Good		
3. Comprehensive and up-to-date Safeguarding Policies, Procedures and Practice Standards. Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Serious Case Reviews.	Good		
4. Safeguarding Training & Development Comprehensive and robust safeguarding training, ongoing development opportunities for staff, and regular supervisions monitor and instil safeguarding procedures and practice.	Good		

5. Quality Assurance Framework. Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance.	Good		
6. Clear processes for reporting concerns. Whistleblowing policy, robust Local Authority Designated Officer (LADO) arrangements and complaints process inform practice.	Good		
7. Family Safeguarding Approach Family Safeguarding involves multi-disciplinary teams in children's social care, to keep families together and ensure children and adults services work jointly for the best outcome for the family.	Good		
8. Role of Schools Intervention Service & Schools Causing Concern. The Council's Schools Intervention Service supports good governance in maintained schools and conducts regular reviews of safeguarding and safe recruitment practice in schools. The Schools Causing Concern process enables concerns about school safeguarding practice to be escalated, monitored and managed by the County.	Good		

Action Plans	Assurance	Responsibility	Target Date
1. Corporate response to Ofsted focused visit. Rapid improvement work responding to the Ofsted focused visit will be led by the Director for Children's Services.			31/03/2023
2. Children's Workforce Programme. The Children's Workforce Programme is a 12-month programme launched in September 2022 and led by the Chief Executive, to support recruitment and retention of the Children's social care workforce and to create an environment in which social care can flourish.			30/09/2023
3. DSG HNB Safety Valve. The Council is working with the Department for Education to seek to agree Safety Valve funding to resolve the current deficit in Dedicated Schools Grant High Needs Block Funding.		Jonathan Lewis	31/03/2023
4. Children's Safeguarding Rapid Review. A rapid review into a serious incident involving a young person will be concluded by 31st January 2023 and the action plan resulting from the review will be implemented by the 31st March 2023.			31/03/2023
5. Children's Placement Sufficiency. Work to manage the local market with support from Commissioning services is underway to support placement sufficiency for Cambridgeshire. This action is likely to remain ongoing.			31/12/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk	03. The Council does not have enough budget to deliver agreed short and medium term corporate objectives

Risk matrix (Likelihood vs Consequence). X at Consequence 4, Likelihood 3. T at Consequence 5, Likelihood 3.

5					
4					
3				X	T
2					
1					
	1	2	3	4	5

Likelihood / **Consequence**

Risk Owners	Tom Kelly	Current Score	12	Last Review	06/03/2023
		Target Score	15	Next Review	04/06/2023
		Previous Score	12		

Triggers	Likelihood Factors (Vulnerability)	Potential Consequences
1. The Council spends more resources than it has by the end of the year and does not have sufficient reserves to cover cummulative variances 2. No clear policies, procedures or governance framework for budget setting and monitoring 3. Non-compliance with corporate processes 4. Poor demand management of services 5. Inflationary pressures 6. staff without appropriate s/k/e 7. The Council is a victim of major fraud and corruption 8. Adverse outcome from Safety Valve process - Council has to fund DSG High Needs deficit	1. Increased demand for services 2. Economic/market conditions - shortage of supply of services 3. Economic conditions - reduced income from fees/charges or taxation 4. Changes to government funding 5. Legislative and regulatory changes 6. Economic conditions Inflationary pressures - increased prices 7. Partnership risks - additional costs or reduced funding in collaborations 8. Industrial Emissions Directive and the Best Available Techniques conclusions (BATc) 9. Current challenges in the Waste and Home to School Transport markets 10. Uncertainty over Public Health Grant allocation	1. Council is issues a s114 notice or requires capitalisation direction 2. The Council does not deliver its statutory responsibilities 3. People do not receive the services to which they are entitled or require, and may be harmed as a result 4. Reputational damage

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	
18. Publication of spend data	Good	Organisational awareness campaigns	

Action Plans	Assurance	Responsibility	Target Date
01. Engagement, development and submission of credible revenue and capital plans into safety valve process		Tom Kelly Jonathan Lewis	07/10/2022
02. Capital Programme Board and RIT full scrutiny and supervision of proposal and savings plan development		Tom Kelly	30/11/2022

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk	04. A serious incident occurs, preventing services from operating and /or requiring a major/critical incident response.

Likelihood							Risk Owners	Sue Grace		Current Score	12		Last Review	27/02/2023

Risk Matrix (Likelihood vs Consequence):

Likelihood 5: orange, orange, orange, red, red
Likelihood 4: green, orange, orange, red, red
Likelihood 3: green, orange, orange, X, T
Likelihood 2: green, green, orange, orange, orange
Likelihood 1: grey, grey, grey, grey, grey
Consequence: 1, 2, 3, 4, 5

Risk Owners	Sue Grace

Current Score	12
Target Score	15
Previous Score	12

| Last Review | 27/02/2023 |
| Next Review | 04/06/2023 |

Triggers	Likelihood Factors (Vulnerability)	Potential Consequences
1. Loss of large quantity of staff or key staff 2. Loss of key premises (including temporary denial of access) 3. Loss of IT, equipment or data 4. Loss of a key supplier 5. Loss of utilities or fuel 6. Decreasing resilience in CCC services due to ongoing financial constraints and cost reduction 7. Serious major external incident 8. Officer non-compliance with Business Continuity planning or processes 9. Co-operation and engagement of partners	1. Ongoing risk of environment hazards such as flooding and severe weather 2. Pandemic 3. Cyber Attack / Cyber Crime (see Risk 09) 4. Possible power outages caused by gas shortages 5. Resource issues due to shared service 'decoupling'	1. Inability to deliver services to vulnerable people, resulting in harm to them 2. Inability to meet legislative and statutory requirements 3. Increase in service demand 4. Reputational damage

Controls	Adequacy	Critical Success	Assurance
1. Corporate and service Business Continuity Plans Up to date business continuity plans available across the Council.	Reasonable	All services have up-to-date Business Continuity Plans which provide a clear and comprehensive plan for how services will respond in the event of a major/critical incident to minimise business disruption.	The Emergency Planning Team maintains a tracker of BC plan completion across the Council. Currently the team are working on reviewing BCPs and getting this up to date (see Action Plan).
2. Corporate communication channels in case of emergency. The Emergency Planning team work with Communications Teams in Cambridgeshire and Peterborough to respond to any emergency incidents. The Council's Emergency Messaging System allows contact with staff via SMS in the event of IT system disruption.	Good	The Council is able to communicate effectively externally and internally in the event of a major/critical incident.	The Emergency Planning team maintain a close relationship with the Communications team.
3. Cambridgeshire & Peterborough Local Resilience Forum The LRF allows multi-agency collaboration regarding local resilience issues. The LRF follows a clear process to allow agencies across the region to share information, plan and prepare for major incidents, and maintains a tactical response process.	Good	The Council is able to work effectively with other agencies across Cambridgeshire & Peterborough in responding to a major/critical incident.	Executive Director of Strategy & Partnerships sits on the LRF Board to represent Cambridgeshire County Council.
4. IT disaster recovery arrangements Up to date IT disaster recovery plans in place.	Reasonable	ICT downtime and disruption to front-line business is minimised in the event of an IT critical incident or loss of data.	Disaster Recovery tested thoroughly ahead of data centre move and then put into action 'live' during the data centre move in November 2021.
5. Resilient Internet feed	Good		"Considerable work undertaken to strengthen and improve resilience of network, high proportion of WFH for staff and Members can be sustained. Regular monitoring process and escalation"

6. Corporate Emergency Plan	Reasonable		Corporate Emergency Plans put into operation through recent incidents (2020/21 and 2021/22) including Flooding and Severe Weather. The Corporate Emergency Plan is currently in the process of being updated (see Action Plan).

Action Plans	Assurance	Responsibility	Target Date
Business Continuity Plan Testing Once the corporate review of BCPs is complete, the Emergency Planning team will re-implement a programme of service-level testing of BC plans and a corporate BC testing exercise.		Stewart Thomas	01/04/2024
Corporate review of Business Continuity Plans. Emergency Planning Team supporting service Business Continuity leads to review Business Continuity Plans.	The Emergency Planning Team maintain a tracker of corporate and service BCPs and are now reviewing and updating this to understand current completion and quality levels of service BCPs.	Stewart Thomas	30/09/2023
IT Disaster Recovery Exercise		Sue Grace	31/03/2023
Power Outages Working Group The POWG is working to monitor the risk of power outages; identify and manage properties with standby power; and put in actions to address the risk.	Final meeting of the Power Outages Working Group is expected to be in late March 2023.	Sue Grace	31/03/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk	05. Failure of corporate governance

Risk matrix — Likelihood (vertical) vs Consequence (horizontal), grid 1–5. Markers: **T** at Likelihood 3 / Consequence 5; **X** at Likelihood 2 / Consequence 5.

Risk Owners Linda Walker	**Current Score** 10	**Last Review** 22/02/2023
	Target Score 15	**Next Review** 04/06/2023
	Previous Score 10	

Triggers	Likelihood Factors (Vulnerability)	Potential Consequences
1. Major business disruption. 2. Lack of management oversight. 3. Negative inspection judgement . 4. Poor financial management. 5. Insufficient finance. 6. Personal Data is inappropriately accessed or shared. 7. Lack of awareness of or preparedness for legislative changes. 8. Lack of clear corporate policy framework. 9. Officer non-compliance with policy framework.	1. Current local financial pressures. 2. Ongoing national reduction in public sector funding. 3. Changes to statutory/Legislative duties. 4. Current major corporate restructures and service change.	1. Harm to people as a result of them not getting services they need or are entitled to. 2. Criminal or civil action against the Council. 3. Negative impact on Council's reputation. 4. Lack of control over financial or operational delivery. 5. S114 Notice or Public Interest Report.

Controls	Adequacy	Critical Success	Assurance
01. Monitoring Officer role.	Good	Lack of or reduced risk of successful legal challenge to decision making.	Monitoring Officer attends all CLT meetings. MO sign-off on all legislative changes and legal implications on Committee papers.
02. Annual Governance Statement (AGS).	Good	AGS process ensure that the Council reviews the effectiveness of its corporate governance arrangements and its compliance with the corporate governance framework.	Annual Governance Statement published as part of Statement of Accounts.
03. Code of Corporate Governance (CoCG).	Good	Annual review of the Code of Corporate Governance provides assurance that the Council has a robust governance framework in place.	Code of Corporate Governance updated annually on the external website.
04. Business Planning process used to identify and address changes to legislative/regulatory requirements	Good		
05. The Council's Constitution, including Scheme of Financial Management, Contract Procedure Rules, Scheme of Delegation etc.	Good	Officers and Members comply with statutory obligations	
06. Corporate Complaints procedure and response to Local Government & Social Care Ombudsman reviews.	Good	The Council can identify and respond to any breaches of legislative or statutory obligations.	
07. Service managers kept up to date with changes by Monitoring Officer / Pathfinder, Government departments, professional bodies, involvement in regional and national networks	Good	Lack of or reduced risk of successful legal challenge to decision making	
08. Key statutory and legislative considerations in Committee reports signed off by key officers including the Monitoring Officer.	Good	Committee papers and key decisions are scrutinised to identify any statutory/legislative	Sign-off by key officers is evidenced in Committee paper appendices.

		impact.	
09. Roles of Statutory Officers inc. Head of Paid Service, Section 151 Officer, Director of Adult Social Services, Caldicott Guardian, etc.	Good	Active postholders for all statutory roles for the Council.	

Action Plans	Assurance	Responsibility	Target Date
01. Corporate Response to the Covid Public Inquiry.			31/03/2023
02. Monitoring Officer review of the Officer Scheme of Delegation.		Linda Walker	31/03/2023
03. Self-Assessment of the effectiveness of the Audit & Accounts Committee.		Mairead Claydon	30/09/2023
04. Appointment of independent non-voting Members to the Audit & Accounts Committee.		Mairead Claydon	30/09/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk	06. The Council's workforce is not able to meet business need				

Likelihood / Consequence matrix	Risk Owners	Janet Atkin	Current Score	15	Last Review	02/03/2023

Risk matrix:

Likelihood					
5	orange	orange	orange	red	red
4	green	orange	orange	red	red
3	green	orange	orange	orange	X/T
2	green	green	orange	orange	orange
1	grey	grey	grey	grey	grey
	1	2	3	4	5

Consequence

Current Score	15
Target Score	15
Previous Score	15

Last Review	02/03/2023
Next Review	04/06/2023

Triggers	Likelihood Factors (Vulnerability)	Potential Consequences
1. Skills shortage in key areas including partners. 2. Employee retention beneath optimal leading to unhealthy level of turnover. 3. Low levels of employee engagement. 4. Failure to achieve a healthy organisational culture and environment. 5. Ineffective or inadequate workforce planning. 6. Financial pressures mean the Council is not able to offer pay in line with the market. 7. Decline in Council's reputation as an employer. 8. High absence levels. 9. Inability to train, recruit and develop staff 10. Organisational change 11. Working days lost to strike action/ industrial action	1. Cost of living is increasing at a rate that is causing major concern for many of our workforce. 2. Acute skills shortage in key areas including partners 3. EU exit impact on employment market 4. Increased challenges across all areas of the council's functions in recruiting. 5. Changing expectations regarding how and where staff want to work. 6. The extent and scale of change programmes being undertaken across the Council in the first part of 2023 including the separation of services across CCC and PCC is heightening the likelihood of disruption and challenge with motivation and engagement. 7. Significant demand in services. 8. Increased workplace expectations of employees.	1. The Council is unable to recruit & retain staff with the right skills and experience. 2. Failure to deliver effective services or Council objectives. 3. Reputational damage to the Council. 4. Low morale and negative impact on staff wellbeing. 5. Expenditure on costly interims or agency staff. 6. Workforce lacks relevant skills, knowledge and training and is not continually developed.

Controls	Adequacy	Critical Success	Assurance
A. Fair Recruitment Policy. Recruitment and Retention Board meets bi-monthly, focused on social care. This meeting continues to focus on key areas of challenge and concern, engaging with our providers of agency workers as well around hard to fill posts to identify opportunities to improve candidate attraction.	Good	Staffing levels support service delivery.	Outcomes of actions from Recruitment and Retention Board.
B. Regular Employee Engagement Surveys established to identify and respond quickly to emerging issues and concerns. A number of key topics have been covered and going forward will be revisited annually including Wellbeing; Equality, Diversity and Inclusion, and How We Work. The results of these engagement surveys are discussed with CLT for an action plan to be signed off and published on Camweb clearly setting out the organisational commitment to matters raised.	Good	Employee Engagement is demonstrated through employees seeing the value of and therefore contributing to these opportunities to shape the organisation as an employer.	CLT see results of engagement surveys and agree action plans to respond to the survey.
C. 5 year People Strategy, endorsed by Members with accompanying action plan to ensure the right focus on recruitment, retention and talent management. Work is underway on the next iteration of the People Strategy which will be presented to Full Council in Spring 2023 and will have a clear focus on the shifting employment market and employment challenges that the Council faces, to establish clear plans for the workforce.	Good	Clear workforce plan in place for the Council.	Success of the People Strategy is measured through employee engagement surveys and feedback from key services/exit interviews. Additionally, an annual report is presented to Staffing and Appeals Committee.
D. Dedicated Recruitment Team supporting the whole Council. Targeted recruitment campaigns and new e-recruitment system.	Good	The Council is able to recruit staff with the right skills and experience.	Impact of recruitment campaigns is reviewed by the Recruitment Board. Decisions on spending on

The team engage with services to understand the specific and differing challenges that they face and target recruitment campaigns accordingly, as well as maximising usage of social media channels. A new e-recruitment system has been implemented (in last 12 months).			major recruitment campaigns are approved by the Board. Ongoing recruitment project has an emphasis on recruiting managers acting as Council ambassadors and not just focusing on their own area/vacancy, to improve attractiveness of Council as an employer to
E. Appraisal system linked to performance management	Good	Staff retention is enhanced.	Directorate-level review of outcomes followed by CLT review of appraisal and performance outcomes.
F. Role of HR Business Partners. HR Business Partners work with services to anticipate and meet demands within service areas. BPs attend management meetings and meet Service Directors regularly.	Good	Services are supported in successful recruitment, engagement, development and retention of staff.	Feedback from HR Business Partners regarding organisational engagement.
G. Annual report to Staffing and Appeals Committee Reports are delivered to Staffing and Appeals Committee in February each year setting out a clear review of the workforce profile and activity during the year as well as key policy changes, employee engagement activity and an update around employee wellbeing.	Good	Impact of workforce policies and engagement is measured and evaluated to inform future policy development.	Report is taken to Committee in February.
H. Report on quarterly basis to management teams on workforce and performance. Quarterly dashboard reports on workforce matters including absence and turnover are provided to Directorate Management Teams for them to keep a focus on their workforce profile and any emerging or potential concerns.	Good	Directorate Management teams are able to identify and address any emerging or potential concerns.	Reports are provided to DMTs quarterly.
I. Use of Consultants Policy and Interim & Agency Workers Policy.	Reasonable	Hiring managers use appropriate and compliant routes to market to obtain interim, agency staff and consultants.	Regular reporting on use of consultants, interims and agency staff to CLT and Audit & Accounts Committee. Internal Audit review of Use of Consultants & Interims planned for 2023/24. Consultancy policy ownership has transferred to Procurement. Head of Procurement and Head of HR have ben attending Management Team meets within services to raise awareness of these policies and to discourage any procurement of staff/workers
J. Agency Staff framework with Opus.	Good	Hiring managers use Opus as an accessible and cost-effective route to market for agency staff.	HR team manage Opus contract. Opus reporting has improved significantly with implementation of weekly returns for Social Care, Adults and Children's and monthly returns for other services. HR Advisory have introduced a reconciliation of returns to services to confirm accuracy of reports.
K. Well established consultative framework with trade unions.	Good	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 development.	

L. New Learning & Development platform and work of the Learning & Development team.	Good	Staff are able to access targeted learning and development opportunities and the Council can monitor training undertaken.	Rates of training completion.
M. Equality Diversity & Inclusion Working Group. EDI Working Group meets fortnightly to tackle EDI issues and engage staff across the organisation.	Good	The Council has a strong culture of equality, diversity and inclusion which supports staff engagement and retention.	Staff feedback in EDI engagement surveys and exit interviews.
N. Employee Wellbeing offer and new Employee Engagement & Wellbeing Manager post.	Good	Staff are supported to maintain wellbeing, reducing staff absence and supporting employee engagement and retention.	Staff feedback in Engagement Surveys and exit interviews.

Action Plans	Assurance	Responsibility	Target Date
Children's Workforce Improvement Programme. Programme to address challenges in children's workforce retention and recruitment, launched in September 2022 and led by Chief Executive. This piece of work has broadened in scope. Target date revised to reflect this - March 24.		Janet Atkin	30/03/2024
Creation of new People Strategy to reflect wider Corporate Strategy. On-track.		Janet Atkin	31/05/2023
The values and behaviours framework will be reviewed in line with the next iteration of the People Strategy. This now du		Janet Atkin	31/10/2023
Work with the service directors to create a comprehensive L&D framework to support the wider People Strategy. Can only be completed once People strategy in place and agreed therefore target date to be aligned – October 23.		Janet Atkin	31/10/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk	07. Insufficient infrastructure to deliver the Council's services

Action Plans	Assurance	Responsibility	Target Date

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk	08. Failure to Deliver Key Council Services

Risk Owners	Stephen Moir		Current Score	10	Last Review	22/02/2023
			Target Score	15	Next Review	04/06/2023
			Previous Score	10		

Likelihood / Consequence matrix:

Likelihood					
5					
4					
3					T
2					X
1					
	1	2	3	4	5

Consequence

Triggers	Likelihood Factors (Vulnerability)	Potential Consequences
01. This risk may be triggered by the realisation of any of the other risks on the Corporate Risk Register: - Failure of safeguarding arrangements (Risks 1 and 2) - Failure of financial management (Risk 3) - Impact of a major/critical incident (Risk 4), cyber attack (Risk 9) or climate change (Risk 12) - Failure of corporate governance (Risk 5), key contracts (Risk 11) or partnership and collaborative working (Risk 13) - Insufficient workforce or infrastructure resources (Risks 6 and 7) - Failure to comply with Information Governance legislation (Risk 10) 02. Changing county demography and high levels of growth create pressure on Council resources and increase the risk that funding does not match demand; this may also be exacerbated by weak demand management process within the Council. 03. Failure to identify changing policy or legislation, or an inability to respond to changes in policy or legislation. 04. Failure to develop, effectively communicate and implement clear Council strategies and service plans, including the Business Plan. 05. Insufficient corporate oversight of performance. 06. Non-compliance with corporate policies and procedures. 07. Failure of arrangements for health and safety.	01. Changes to local authority finance and funding regime. 02. High levels of growth in Cambridgeshire outstripping predictions and creating increased demand for key services. 03. Global pandemic 04. Current high rate of organisational change and consultations in Adults, Children's and Strategy & Partnerships. 05. Long-term Brexit implications 06. Local Elections	01. Harm or risk to vulnerable people. 02. Statutory penalties. 03. Reputational damage to the Council. 04. Government or regulatory intervention. 05. Financial consequences.

Controls	Adequacy	Critical Success	Assurance
1. Role of the Corporate Leadership Team (CLT) CLT have a leading role in ensuring that the Council delivers key services and legislative requirements. Individual directors have performance plans setting out required service delivery in their areas.	Good		Council Directors complete Directors Assurance Statements for the Annual Governance Statement providing assurance over the control of risk and compliance with corporate governance requirements in their area.
2. Strategic Framework & Business Plan A clear corporate strategy and strategic framework feeding down into service plans, medium term financial strategy etc.	Reasonable	The Council's Strategic Framework should clarify the Council's aims with regards to service delivery to officers and Members.	
3. Role of Council Committees	Good		

Cross-party decision-making in Council Committees provide oversight and challenge to decision-making, policy-making and performance of Council services.			
4. Systems providing oversight of Council performance and service delivery. The Council's Performance Framework and Key Performance Indicators, along with associated systems for identifying performance issues such as the Complaints Procedure and Feedback Policy, provide corporate oversight of performance and delivery of key services.	Reasonable	Senior management and Members have accurate and timely overview of Council performance.	
5. Demand forecasting. The Council operates forecasting mechanisms to inform budget setting and long-term planning. This includes placement sufficiency processes to inform provision of school and early years places.	Good	The Council has an accurate view of likely demand for services in the short and long term.	

Action Plans	Assurance	Responsibility	Target Date
1. Consultation and restructure within Strategy & Partnerships directorate. Key outcomes from the restructure will include the review of responsibilities for Business Planning and Performance.		Sue Grace	30/06/2023
2. Consultation and restructure within People's Services.		Elaine Redding	30/06/2023
3. Redevelopment of the Council's Performance Framework.		Sue Grace	31/12/2023
4. Review of corporate approach to Business Planning and budget planning, Strategic Framework and service planning.		Sue Grace	31/12/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk	09. The Council is a victim of Cyber crime									

Risk Owners	Sue Grace		**Current Score**	15	**Last Review**	06/03/2023

Current Score	15
Target Score	15
Previous Score	15

Last Review	06/03/2023
Next Review	04/06/2023

Triggers	Likelihood Factors (Vulnerability)	Potential Consequences
01. Data loss 02. Denial of IT services 03. Malware attack 04. Phishing attack 05. Ransomware attack 06. Telephone Toll Fraud 07. Major vulnerability 08. DR for IT Services	01. Increasing malicious attempts from various sources 02. Malicious Emails to staff increasing	01. Regulatory breach subject to ICO action, reputational harm to the Council and disclosure of private information. 02. Inability or degradation in the ability of Council staff to access any computer based service hosted outside of the Council network. It will most likely also impact any services that the council hosts for access by the public. Finally it would

Controls	Adequacy	Critical Success	Assurance
01. Educate users as to the likelihood of Phishing and actions to be taken when encountered. Multiple layers of Phishing detection are in place and these will delete or mark messages as appropriate. External messages are also marked as such as they contain a higher risk of Phishing. Multifactor authentication is used to reduce the likelihood of successfully exploiting Phished credentials.	Good		
02. Identify and patch vulnerabilities in a timely manner, which should be with 14 days for vulnerabilities rated critical or high on the CVSS scoring system. Firewall, Email, Website access and end-device technical controls will be used to eliminate or reduce the risk on known\unknown vulnerabilities from being exploited. NCSC Early Warning, WARP and other third-part intelligence source will be used to identify vulnerabilities as soon as possible.	Good		
03. If DR is invoked systems will be available however performance in that environment has not been tested to ensure all functionality is available. DR test is to be planned in for 2022/23 as the impact of the SAN project will change the configuration and infrastructure and how the environment will work.	Good		
04. Robust policies and procedures	Good		
05. Staff training on the correct handling of private data, and to use technical controls available to the Council to limit the likelihood of this happening.	Good		

06. Use multiple layer of anti-malware protection on Firewalls, email and end-points to prevent malware with frequent signature updates.	Good		
07. Use technical controls to limit access to the Council VOIP system to the UK only. Normal usage is monitored by the provider and Council staff so that any deviation from normal use patterns can be identified and alerted upon.	Good		
08. Use the automated denial of service mitigation service provided by our wide area network provider MLL. This will inform us of any denial of service attempts and mitigation activities.	Good		

Action Plans	Assurance	Responsibility	Target Date

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk	10. The Council fails to comply with Information Governance legislation and industry standards

	Risk Owners	Linda Walker	Current Score	12	Last Review	06/03/2023
			Target Score	15	Next Review	04/06/2023
			Previous Score	12		

Triggers	Likelihood Factors (Vulnerability)	Potential Consequences
1. High staff turnover and use of agency and interim staff. 2. Out of date IT systems or staff failure to install patches. 3. Cybercrime and phishing attacks. 4. Lack of training/awareness among staff. 5. Insufficient physical security of buildings. 6. Staff removing physical records from the office.	This risk is closely linked to Risk 09, 'the Council is a victim of cybercrime', and IT security vulnerabilities will increase the likelihood of a breach of Information Governance legislation.	There is a risk that a lack of oversight and control of information management leads to information being mis-handled, which would expose the organisation to: * Legal action/Information Commission Officer involvement. * Damage to the reputation of the council and adverse publicity. * Complaints. * Data subjects suffer loss, detriment and distress as result of poor management of data. This will include records management,

Controls	Adequacy	Critical Success	Assurance
01. Mandatory data protection and security training for all staff	Good	95% of staff have undergone online training or face to face training dependent on risks faced.	Quarterly reports on training completion rates.
02. Use of Data Protection Impact Assessments (DPIAs) in all projects and procurements	Good	Register of DPIAs identifies which have seen a DPIA completed, signed off and managed. Ongoing review of DPIAs so it is not a one off assessment.	Ongoing review and creation of register.
03. Regular communications to all staff and at key locations (e.g. printers)	Good	CamWeb used to promote key messages in a structured and engaging way each quarter. IG attend DMTs on a quarterly basis to hear of issues and resolve problems.	Annual report to Joint Information Management Board.
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	Board meetings held every quarter and led by CLT members.	Quarterly meetings and IM Board reporting.
05. A comprehensive set of information and security policies.	Good	Policies reviewed and refreshed annually with redundant documents removed.	Annual report to Joint IM Board.
06. Established procedure for notifying, handling and managing data breaches	Good	Compliance with policy and clear reporting on breaches.	Report to CLT on a six-monthly basis on breaches and impact. Report to Joint IM board on a quarterly basis. Chief Exec and director notified of high-risk breaches.
07. Subject Access Requests responded to within the statutory timeframe.	Good	Targeting compliance rate of 90% SARs completed within statutory timeframe.	Quarterly report of progress towards 90% within statutory timeframe to both Strategy & Resources

			Committee and Joint IM Board. Six monthly report to CLT.
8. FOI responses issued within the statutory timeframe.	Good	Targeting compliance rate of 90% FOIs completed within statutory timeframe.	Quarterly report of progress towards 90% within statutory timeframe to both Strategy & Resources Committee and Joint IM Board. Six monthly report to CLT.

Action Plans	Assurance	Responsibility	Target Date
Awareness and communications regular updates via Cambweb, DMTs and conversations to keep awareness levels up	Visibility on Cambweb	Ben Stevenson	31/03/2023
Completion of NHS DSP Toolkit Ensures areas of compliance considered and how met for Public Health and Adult	Publication of toolkit and any audits	Ben Stevenson	30/06/2023
Implement learning from incidents Ensure that processes are reviewed and trends analysed	Lack of repeat incidents in service areas where processes are reviewed and changed	Ben Stevenson	31/03/2023
Mandatory training Training to be delivered annually to all staff, relevant to services anf councils	BI reports to identify non completers Raised with directors and CLT to ensure completion Annual training	Ben Stevenson	30/06/2023
Review of IG policies Annual review of policies and updating to ensure best practice shared	Published policies approved by IM board	Ben Stevenson	31/03/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk	11. Failure of key contracts			

		Risk Owners	Tom Kelly		Current Score	12		Last Review	06/03/2023

Target Score 15

Next Review 04/06/2023

Previous Score 12

Likelihood (vertical axis) 5, 4, 3, 2, 1 — X, T markers

Consequence (horizontal axis) 1 ... 5

Triggers	Likelihood Factors (Vulnerability)	Potential Consequences
01. Different partnership arrangements and/or contracts have conflicting aims or priorities.	01. This Land - arms length/commercial risk. Planning delays to date. Loan to value depleting but improved cashflows	01. Financial impact of credit loss or default on monies owed.
02. Large scale handback / collapse of major suppliers for economic/profitability reasons	02. Uncertainty and major change programmes underway within the Council.	02. Revenue impact of increased costs or reduced income returns.
03. Supply chain failure and/or significant cost increases in supply chain or CPI.	03. Significant economic and inflationary volatility.	03. Interruption to outcomes and service delivery.
04. The Council fails to identify key/business-critical contracts.	04. Industrial Emissions Directive and the Best Available Techniques conclusions (BATc).	04. Construction quality and health & safety matters.
05. Lack of robust, formally agreed contract documents to set deliverables, performance and governance arrangements for all key contracts.		05. Reputational damage.
06. Failure to compliantly procure key contracts leads to legal challenge.		6. Failure to fulfil statutory duties.
07. Contracts lack clear corporate owners; or contract owners have a conflict of interest between their CCC role and external interests.		
08. Contracts fail to drive desired deliverables/outcomes through appropriate penalties/rewards.		
09. Lack of in-house contract management expertise.		
10. Third party fraud committed by or against suppliers and/or internal fraud or corruption in collusion with suppliers.		
11. Relationship breakdown with key contractors, potentially leading to a legal dispute.		
12. Heavy reliance on single suppliers leading to lack of a diversified supply chain.		
13. Policy or leadership changes in central government.		
14. This Land unable to adhere to business plan:		
- timescales and programme slippage, assumptions about further land acquisition & promotion		
- assumptions and expectations, housing downturn/economics/inflation reduce profitability		

Controls	Adequacy	Critical Success	Assurance
01. Contract Procedure Rules and associated guidance and training.	Good		
02. Grants to Voluntary Organisations Policy.	Good		
03. Contracts Register.	Good		

04. Procurement Governance Board.	Reasonable		
05. Head of Diligence & Best Value role.	Reasonable		
06. Business Continuity Planning processes.	Poor		
07. Corporate due diligence processes.	Good		
08. Declarations of Interest processes within the Codes of Conduct for officers and members	Reasonable		
09. Corporate process for identifying key partnerships and contracts.	Reasonable		
10. Budget monitoring and forecasting processes.	Good		

Action Plans	Assurance	Responsibility	Target Date
01. This Land next steps. Receipt and review of monitoring surveyor reports, scrutiny of / challenge to next iteration of business plan & programme progress, confirmation of completion of enhancements to financial model functions.		Tom Kelly	31/05/2023
02. Implement the new Sustainable Procurement Strategy		Clare Ellis	31/03/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk	12. Climate Change

Likelihood / Consequence matrix (5×5). X positioned at Likelihood 4, Consequence 4. T positioned at Likelihood 2, Consequence 3.

Risk Owners	Steve Cox	
Current Score	16	
Target Score	6	
Previous Score	16	
Last Review	06/03/2023	
Next Review	04/06/2023	

Triggers	Likelihood Factors (Vulnerability)	Potential Consequences
1. Anticipated annual carbon reductions are not realised across the council and Cambridgeshire 2. Internal skills, knowledge and resource do not keep pace with CCES delivery requirements 3. Local strategic partnerships disintegrate and/or fail to align and deliver strategic coordinated action 4. Government climate and environmental regulation and strategy is delayed and or weak 5. Anticipated government funding is piecemeal, not forthcoming and not secured for Cambridgeshire/the Council to deliver CCES action plan 6. Projects to deliver carbon reductions and/or biodiversity enhancement are not supported or approved 7. Carbon reduction and biodiversity enhancement is not appropriately embedded into the organisation's service delivery mechanisms 8. Key national and local partners make decisions contrary to the CCES position 9. Supply chain insufficiently developed to deliver low carbon solutions and/or biodiversity enhancements at pace, scale and price to deliver the CCES in Cambridgeshire 10. Behavioural change required in communities and/or workforce is not realised 11. Insufficient awareness from staff and members of key	1. Increased demand on services side-lines climate and environmental ambitions 2. Other CCC priorities with short-term acute challenges prioritised over CCES delivery 3. Revised legislation/regulation 4. Supply chain immaturity – increases costs and risks for the Council. 5. Global competition for resources, drives significant macro- economic changes to markets e.g Ukraine war, Covid 6. New technologies and innovations are complex to implement in current economic environment 7. Existing culture – internal and external – regarding behaviours and views on climate issues 8. Political will/change negatively influencing partnerships and collaborations 9. Inflationary pressures 10. Changes to government funding regimes and/or approaches	1. Failure to deliver statutory functions and legislative requirements 2. Failure to deliver the CCES and targets 3. Significant political and reputational damage to the Council for not acting on the climate emergency that has been declared 4. Significant longer-term risks and costs to health, society, economic and financial position of the County and the Council if mitigation and adaptation measures are not effective. 5. Resilience of services at risk due to climate impacts impeding Officers and/or service users delivering or accessing services 6. Legal challenge on the Council's failure to deliver the Council's targets 7. Raised political tensions with partner local authorities where CCC is required to deliver action on their behalf, which may also undermine wider collaborations beyond climate– eg to secure funding

Controls	Adequacy	Critical Success	Assurance
01. Council policy on the – CCES and action plan in place to guide decarbonisation and nature recovery priorities	Good	CCES approved and first mobilisation plan in place.	Annual review of action plan and CCES targets
02. Implementation of the Phase 1 Net Zero Enabling Programme to improve knowledge, skills, governance and Resource Capacity	Good	Governance established feeding directly in Corporate Leadership Team. Recruitment underway to increase capacity. Phase2 and Phase 3 mobilisation programmes developed	Decarbonisation plans in place for high carbon emitting areas. Improved data integration for dynamic reporting on annual carbon budgets
03. Performance management - Annual Carbon Footprint Report and monitoring of progress against CCES targets	Reasonable	Baseline assessments in place for carbon and biodiversity Forecast annual carbon budget	Annual carbon footprint published. Trajectory to net Zero by 2030 reviewed
04. Quarterly reporting to CLT on progress with the CCES by the Executive Director Place & Sustainability	Reasonable	Reporting template to be agreed and started from October 2022	

05. Delivery and Programme Management of the CPCA Climate Change Action Plan	Reasonable	CCC puts in place a delivery programme and CPCA resources in place to deliver the action plan	Reporting to the CPCA Climate Working group and the Independent Commission for Climate
06. Continued involvement in various strategic partnerships/collaborative spaces to feedback information and establish collaborative working approaches. E.g. Local Climate Change Officers Group, UK100, ADEPT, UKPN Innovation Teams, Biodiversity Officers group, Fenland SOIL etc	Reasonable	Sharing Best Practice for policy and delivery improvements.	To be discussed
07. Climate and Environment Training Programme to all staff, consisting of e-learning module(s) and Carbon Literacy Training for all senior staff (& members)	Good	20 Members and 50 Officers trained, including majority of corporate Leadership Team.	Achieving equivalent of Gold CLT standard All Senior Managers to P4 to attend training Aspire towards 80% of Members trained
08. Maintaining a watching brief on governmental policy, legislative and funding positions to enable pro-active responses to emerging changes	Good	Increase external funding success for decarbonisation projects	£X of external funding to deliver CCES
09. Corporate Performance Outcome agreed to cover Climate Change and Sustainability. All staff will have a corporate outcome regarding Climate Change and Sustainability included in their outcomes and impacts targets as part of the corporate Our Conversations process.	Good	Services, teams and individual staff consistently work towards achieving the Council's Climate Change strategy and aims.	

Action Plans	Assurance	Responsibility	Target Date
01. Delivery of the Climate Change & Environment Action Plan		Sheryl French	31/03/2023
02. Delivery of the Enabling Net Zero Programme of work	Programme monitoring via the Net Zero Programme board	Steve Cox	31/03/2023
03. Delivery of CPCA Action Plan areas led by CCC		Sheryl French	31/03/2023
04. Integration of climate and environment into procurement strategy and frameworks e.g. Climate Change Charter, implementation of the Social Value toolkit, training and support for commissioning officers		Clare Ellis	31/03/2023
05. Corporate Asset Management Strategy Incorporation (and delivery) of carbon reduction and biodiversity improvements into CCC management approaches and to use CCC assets to drive net zero system change		Tony Cooper	31/03/2023
06. Climate / environment integrated into CCC operations and systems Including Carbon Valuation; Net Zero by Design; Triple bottom Line	Monitoring of capital programme board papers to ensure papers include carbon valuation	Sarah Wilkinson	31/03/2023
07. Identification of annual targets to report progress and risk position against		Tom Barden	31/03/2023

Including carbon budgets under development by CUSPE			
08. Engagement and awareness campaign To deliver behavioural change and empower individuals, communities and businesses to act independently of the Council: a) internal and b) external		Christine Birchall	31/03/2023
09. Market development/skills/Cleantech – Net Zero Hub??			31/03/2023
10. Performance management – New data to fill known data provision gaps			31/03/2023
11. Funding & financing for net zero			31/03/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk	13. Failure of collaborative working

Likelihood							Risk Owners	Sue Grace		Current Score	12	Last Review	
	5									Target Score		Next Review	21/05/2023
	4									Previous Score			
	3				X								
	2												
	1												
		1	2	3	4	5							

Consequence

Triggers	Likelihood Factors (Vulnerability)	Potential Consequences
01. Different partnership arrangements have conflicting aims or priorities. 02. The Council fails to identify and manage key/business-critical partnerships. 03. Lack of robust, formally agreed partnership agreements or equivalent to set scope, deliverables and governance arrangements for all key partnerships. 04. Partnerships lack clear corporate owners; or partnership owners have a conflict of interest between their CCC role and external interests. 05. Partnership agreements fail to drive desired deliverables/outcomes. 06. Relationship breakdown with key partners, potentially leading to a legal dispute. 07. Policy or leadership changes in central government or local partnership organisations. 08. Lack of transparency regarding the operation of key partnerships.	1. Uncertainty and major change programmes underway within CCC and partner organisations. 2. Restricted budgets across sector, coupled with significant economic and inflationary volatility. 3. Current negotiations regarding LD pooled budgets.	01. Financial impact of partnership failure particularly where budgets are pooled. 02. Revenue impact of increased costs or reduced income returns. 03. Interruption to outcomes and service delivery. 04. Reputational damage. 05. Failure to fulfil statutory duties.

Controls	Adequacy	Critical Success	Assurance
01. Partnerships Advice & Guidance Document.	Poor	Clear guidance is available to Council officers and members on operating effectively in partnerships.	The Council's Partnerships Advice & Guidance Document is due for a full review (see Action Plan).
02. Grants to Voluntary Organisations Policy.	Good	Officers have clear guidance on how to manage award of grant monies effectively, to ensure that grants achieve best value and are awarded to partners who are able to deliver the agreed objectives.	Grants Policy is due for Internal Audit compliance review in 2023/24 (see Action Plan).
03. Appointments to Outside Bodies Process	Good	Officers and Members have guidance on the law around serving on external bodies, and Democratic Services maintain a record of Member appointments to outside bodies.	Democratic Services produce an Annual Report on Member Representation on Outside Bodies.
04. Role of the new Director of Policy & Communities.	Poor	The new Director of Policy & Communities will have a role in leading corporate strategy and engagement with partners.	The new Director will be joining the Council in March 2023.

Action Plans	Assurance	Responsibility	Target Date
01. Review and update Partnerships Advice & Guidance document linking in to the Appointments to Outside Bodies Process.	This action will be owned by the new Director of Policy & Communities once in post.	Sue Grace	30/06/2023

02. Conduct a fact-finding exercise to map our key partnerships, engagements and collaborative work.	This action will be owned by the new Director of Policy & Communities once in post.	Sue Grace	30/06/2023
03. Develop a Collaborative Working Strategy.	This action will follow on from the fact-finding exercise at Action 02.	Sue Grace	31/12/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):