

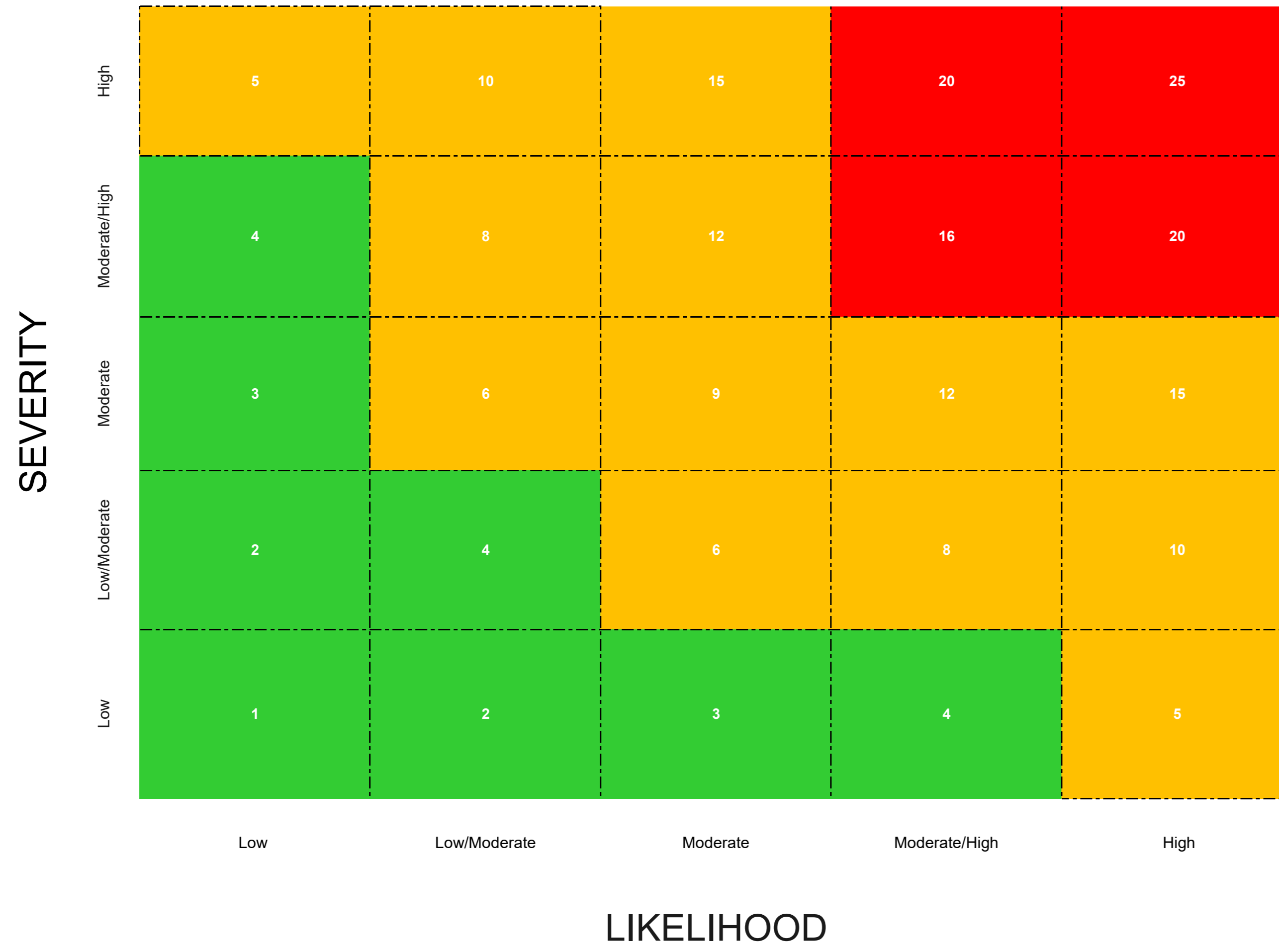
	A	B	C	D	E	F	G	H	I	J	K	L
1	<b>CCC Place &amp; Sustainability Risk Register</b>											
2	<b>Area</b>	<b>Description of Risk</b>	<b>Potential Consequence</b>	<b>Status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Severity</b>	<b>Control Measures/Mitigation</b>	<b>Assurance</b>	<b>Res Likelihood</b>	<b>Res Impact</b>	<b>Res Severity</b>
3	Staff Capacity	Unable to recruit and retain staff with the right skills, experience, and qualifications to undertake service responsibilities, projects and statutory duties	Failure to deliver statutory duties, reduced ability to meet the policy objectives for the council as outlined in the strategic framework and ambitions. Reduced ability to provide timely and appropriate technical advice in relation to decisions made by the council or external bodies e.g. planning decisions, reduced ability to deliver requirements of partners in the delivery of projects. Failure to keep abreast of new legislative requirements.	LIVE	3	4	12	Highlighting the Culture, Values and Behaviours of the County Council. Highlighting the benefits offered by the council including salary, flexibility, wellbeing support. Embedding a positive workplace culture for all staff which is based on effective engagement. Implementing opportunities to attract and retain skills e.g. through apprenticeships, secondments and experience to work on project. Undertaking a review of those exiting the organisation to capture lessons learnt. Carry out market analysis of private and public sector salaries. Provision of development and training opportunities. Undertaking recruitment and marketing campaigns. Project Management Office supporting programme delivery.	Directorate performance scorecard to monitor vacancy rates, use of agency and interim staff, turnover rates on a monthly basis.	2	4	8
4	Staff Capacity	Additional pressures caused by high levels of absence and turnover	Unable to meet statutory requirements and obligations due to absence levels. Lack of ability to generate revenue to meet budget requirements due to lack of resource to hold meetings. Loss of continuity, resourcing and succession planning. Failure to meet service demand resulting from growth and/or new legislative responsibilities.	LIVE	4	4	16	Health and safety and wellbeing considered at all management team meetings, and is encouraged to be a standing item on 1-1 and our conversation meetings. Staff provided advice and given access to support through employee assistance schemes as required. Management of health and safety for all staff working across the directorate. Staff to undertake essential learning in relation to health and safety.	Directorate performance scorecard to monitor staff absence rates and reasons, health and safety incidences and near misses. Essential learning rates monitored through the performance review.	3	4	12
5	P&S Project Delivery - Capital Programme	Projects fail to be delivered in accordance with their requirements.	Project does not meet its expected outcomes and/or stakeholders are dissatisfied with project outcome. Project costs exceed budget and/or expected savings are not achieved or managed effectively. Failure to manage future demand.	LIVE	3	4	12	Projects are managed and provide accurate cost reporting and early escalations (when required), using appropriate systems. Robust project and programme risk management in place. Full compliance of project management principles across Project Delivery. Project and Programme Boards in place.	This is established through Project Boards, monthly project highlight reports and programme management software. Commercial team assures all stages of project lifecycles and contract management stages. Ongoing development plans to achieve continuous improvement include integration of lessons learned, budget control functions and project management tools. Accurate reports in live time can be run to provide programme, risk, cost and resource information - and performance managed and reported via Key Performance Indicators (KPIs). Continuous development of digital by default practices, and compliance checks.	2	4	8
6	Statutory/Legislative Requirements	New requirements around Schedule 3 SuDS Approval Body (SAB) role.	Impact not known but potentially very high. Depending on vehicle chosen, may need up to 12 more staff, and although new burdens promised to set up, implementation is via commuted sums. Experience in Wales has indicated this does not work.	LIVE	5	5	25	This is completely new; mitigations will be looked at when the legislation has been announced. At the moment, we are attending a national group of councils to prepare for this change. Research ongoing but early indications show staffing levels need to be increased by a factor of 2-4.	Initial burdens funding from Government but ongoing it needs to be self-funded through fees and charges. In theory, it should cover costs however early studies show losses. Recruitment to posts required under the new legislation.	5	4	20

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7	Statutory/Legislative	Legislative changes and effects on the PFI (Private Finance Initiative) Contract e.g., Collection consistency (simpler recycling), weekly Food Waste, Deposit Return Scheme (DRS), Extended Producer Responsibility (EPR), Persistent Organic Pollutants (POPs).	Impact on costs of the Waste PFI and technical ability of the facilities to operate effectively	LIVE	5	5	25	Dialogue with Department for Environment, Food and Rural Affairs (DEFRA) over food waste and any transition arrangements; awaiting a position from DEFRA on EPR, DRS and consistency, POPs are now being sent for energy from waste through the PFI contract at an additional cost, searching for offtake suppliers to get the best value for money. POPs annual cost currently £430k but will increase if POPs scheme expanded. Requested New Burdens Funding for POPs disposal and food waste collection impact. Responses to consultations on new legislation submitted. Strategic review of waste disposal being undertaken	Dialogue with DEFRA and waste organisations to understand potential legislative changes ahead of time. Discussions with district councils through the Cambridgeshire and Peterborough Waste Partnership (RECAP) to understand changes to their collection services. Review of Waste PFI arrangements Liaise with DEFRA/Treasury to understand what next burdens funding may be available.	5	4	20
8	Statutory/Legislative	Waste Contingency Planning. - Failure or withdrawal by Thalia from the operation of the Waterbeach Waste Management Park.	Waste Contingency Planning. CCC is the statutory waste disposal authority and processes 5,000 tonnes weekly through the PFI contracted facility at Waterbeach. Any hindrance to this disposal will cause delays with serious consequences to health and to our statutory obligations.	LIVE	5	4	20	1. Monitor Thalia's performance against defined trigger points for concerns - proactively manage relationship. Robust plan in place with contingency arrangements with alternative providers if required. 2. Ensure compliance with Waste Management Park maintenance programmes. - ensure plan is up to date and robust. 3. Establish response team for action. 4. Contingency planning.	Regular credit checks of Thalia SPV and Thalia O&M via procurement team. Annual review of accounts by Finance team and DEFRA - last completed May 23. Updates on company sale and financial status discussed at quarterly Strategic Liaison meetings. New maintenance provisions included in 2020 Deed of Variation requiring maintenance to be linked to manufacturers recommendations and good industry practice. Internal team identified and briefed on requirements. Plan for immediate step-in actions developed.	4	4	16
9	Climate Change & Environment Strategy	Non delivery of the Climate Change and Environment programme (CCES), and community/ County wide carbon target of Net Zero by 2045, nature and adaptation targets are not realised	Failure to deliver the CCES and targets, leading to significant and sustained political and reputational damage  Continued decline in Cambridgeshire's biodiversity, and associated decline in health and wellbeing  Increased pressure on services due to failure to support communities to adapt and be resilient to climate impacts  Wider co-benefits of action are not realised -e.g. for mental health and cost of living, with potential knock-on impacts on number and complexity of needs from service users  Economic development is slowed as Cambridgeshire becomes more expensive and harder to develop (e.g. due to insurance increases from flooding) and existing challenges like water security are exacerbated	LIVE	5	5	25	Climate Change and Environment Programme established to monitor delivery of the CCES and action plan.  Innovate UK Locally Determined Contributions work aligns all stakeholders across Cambridgeshire to support delivery and a clear governance framework is established between local and central government, making best use of devolution.  Climate Change and Environment programme increases community and business engagement to mobilise the market for change.  Sustained resource and capacity across the programme and wider organisations enabled  Securing expertise and capacity for community engagement  Design and deliver a green economy strategy that includes economic incentives to support the circular economy,	Annual Carbon Footprint Report  Annual Risk Based report on Council target delivery  Climate Change & environment Programme governance, reporting and escalation procedures	3	5	15

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10	Climate Change & Environment Strategy	Non delivery of the Climate Change and Environment programme (CCES), leading to the organisational scope 1, 2, 3 carbon emissions targets and nature and adaptation targets not being realised	<p>Failure to deliver the CCES and targets, leading to significant and sustained political and reputational damage</p> <p>Failure to adequately demonstrate the Council's statutory biodiversity duties</p> <p>Increased pressures (financial and otherwise) on services and maintaining business continuity where adequate climate risk/adaptation planning has not been implemented.</p> <p>Recruitment challenges are exacerbated where potential candidate prefer organisations with strong "green credentials"</p> <p>Increased pressures on commercial services where customers privilege more sustainable options/companies.</p> <p>Existing local and national strategic partnerships are undermined by lack of progress.</p> <p>Increased difficulty in accessing government grants which increasingly require climate/nature benefits to be demonstrated.</p>	LIVE	4	4	16	<p>Climate Change and Environment Programme established to monitor delivery of the CCES and action plan.</p> <p>Implementation of Internal Audit recommendations to improve delivery and assurance.</p> <p>Climate Change and Environment programme re-structured to include specific nature workstream.</p> <p>Sustained and increasing resource and capacity across the programme and wider organisation.</p> <p>Embedding of climate via other Policy and Strategy, including corporate outcomes.</p> <p>Sustaining and increasing uptake of climate and nature training programme to all services.</p> <p>Development of a climate risk strategy to support services business continuity.</p> <p>Embedding of climate into council budgetary processes, including production of a carbon budget to inform business planning.</p>	<p>Annual Carbon Footprint Report</p> <p>Business Planning</p> <p>Annual Risk Based report on Council target delivery</p> <p>Climate Change &amp; environment programme governance, reporting and escalation procedures</p>	3	3	9
11	Procurement & Contracts - Waste	Failure to arrive at an optimal and compliant solution for Waste BATc works or alternative solution. This could lead to: The Project Board does not manage The Thalia Joint Steering Group effectively Failure to anticipate legislation changes Changes to District Council collection services Environment Agency dissatisfaction with solution CCC priorities change Insufficient Governance.	<p>Preferred solution is not optimal over longer term.</p> <p>Increased costs to CCC to deliver statutory duties.</p> <p>Further action taken by the Environment Agency.</p> <p>Service disruption.</p> <p>Carbon and environmental impacts.</p> <p>PFI Contract termination.</p>	LIVE	4	5	20	<p>Front End Engineering Design (FEED) Study. Options appraisal undertaken.</p> <p>Technical and Financial Advisors.</p> <p>Governance Arrangements.</p> <p>Diverse experience and skills in CCC project team.</p>	<p>Thalia scoping and procurement of FEED Study consultant.</p> <p>Review by the Council's Technical Consultants.</p> <p>Agreement of optimal solution by Project Board and Committee.</p> <p>Project board discuss options to help key staff make informed decisions. Decisions taken by committees are robust and stand up to scrutiny.</p> <p>Assurance provided by Democratic Services and Monitoring Officer.</p>	4	5	20
12	Adverse Weather	Adverse weather conditions either result in impact for local communities, damage to private property, damage to maintained highway network and infrastructure, impact on access to essential services and consequential financial impact.	<p>Excessive wet, cold or windy weather results has an impact on communities, private property and impacts on access to essential services. Damage to structures and highway network resulting in significant demand and associated cost for remedial works. Impact on public transport and traffic flows creating increased congestion</p>	LIVE	4	4	16	<p>Contingency plans are in place for foreseeable adverse weather events helping ensure their effective handling.</p> <p>DMT work collaboratively to add resilience for such events and to develop future capacity . Action plan for development of Highways Emergency weather Response to be developed further based on learning from recent events.</p> <p>Support packages developed for communities to help address the immediate issues but also the longer term flood prevention work. Effective maintenance in place for winter maintenance, drainage and water management.</p>	<p>DMT review contingency arrangements along with the Corporate Resilience Team on a regular basis.</p>	3	4	12

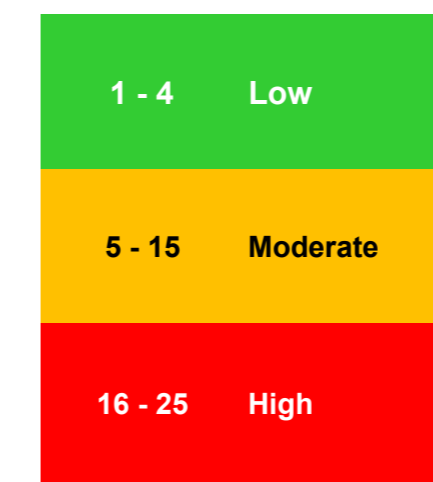
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13	Partnerships	A key partnership agreement and/or arrangement fails having a direct impact on the council's ability to effectively provide services and or deliver on future commitments.	Failure of partnerships has the potential to result in a number of negative outcomes such as: service reduction, or removal, cost inflation, failure to meet statutory duties, and reputational damage, and an inability to deliver on the councils visions.	LIVE	3	4	12	Contracts and agreements are entered into compliance with corporate governance and/or procurement/financial rules as appropriate. Default situations and mitigations considered when forming contracts and arrangements. Identified officers have responsibility for monitoring, addressing, and flagging partnership performance issues. Mapping of key partnership for the directorate undertaken with actions around lead officers, objectives and management arrangements.	Partnership concerns are escalated to the Departmental Management Team to ensure oversight and their effectively handling. Performance against key indicators monitored, with interventions implemented where necessary to address issues.	2	4	8
14	Health and Safety	Health and Safety (H&S) failings in respect result in injury and or death to staff and/or persons the council has responsibility for in the provision of its services and duties.	Failings lead to injury and or/death of persons the council has responsibility for. The council consequently has to report incidents to the Health and Safety Executive, and could face both criminal and civil legal action and reputational damage. The impact on injured parties, friends, family and colleagues can be significant.	LIVE	2	4	8	H&S risk assessments in place, and an assurance audit being undertaken. H&S on agenda at team meetings. Data monitored through scorecard including near misses. Staff required to complete essential learning on H&S.	H&S data included in directorate performance scorecard. Annual assurance review of health and safety risk assessments takes place. Review also considers all areas where an assessment is required to ensure one is in place.	1	4	4
15	Change Management	Staff resilience and ability to cope and manage change effectively reduced due to capacity as a result of wider service demand.	Change not effectively implemented, resulting in poor outcomes. Dissatisfaction and low morale amongst staff, poor reputation amongst partners. Adverse financial consequences and increased absence due to ill health	LIVE	4	5	20	Monitoring during 1-1 meeting's DMT, Project and Board Meetings. DMT agreed prioritisation to enable capacity for priority workstreams to progress. Mutual support across DMT, and or reach out to other services where required.	DMT and Corporate oversight as appropriate in place for key workstreams.	3	5	15

## RISK MATRIX



## RISK TABLES

Level	Likelihood	Severity
1	Low	Is unlikely to occur in normal circumstances
2	Moderate	Likely to occur in some circumstances or at some time
3	High	Is likely to occur at some time in normal circumstances



Unlikely to threaten overall project outcome. Minor and non-permanent damages

May impact overall project. Can cause permanent damages in some cases and cost of rectification in others

Can cause significant impact to overall project, or result in complete termination. Will cause permanent and irreparable damages