

## Appendix 2 - Corporate Risk Register

Risk Management Group Meeting date: 9<sup>th</sup> October 2025 (with updates on 19<sup>th</sup> December 2025)

Inherent Risk								Residual Risk				Assurances	Actions			
Risk No.	Risk Description	Cause	Effect	Owner	Likelihood	Impact	Score & RAG	Key Controls	Likelihood	Impact	Score & RAG	Sources of assurance over key controls	Actions	Owner	Target Date	Action RAG
	<b>CUSTOMER PERSPECTIVE</b>															
A2	East Cambridgeshire Trading Company (ECTC) fails to deliver upon its Business Plan	<p>Poor performance by the Company with a lack of challenge and oversight.</p> <p>Failure to embed effective governance arrangements and segregation of duty.</p> <p>Changing macro-economic environment.</p> <p>Failure to identify an ongoing pipeline of development opportunities.</p>	<p>Failing to achieve Corporate Plan and Medium Term Financial Strategy (repayment of loan).</p> <p>Reputational risk.</p>	D-F	3	5	15 (A)	<p>Business Plans, Articles of Association and Shareholder Agreements.</p> <p>Established shareholder arrangements.</p> <p>Regular reporting to Finance &amp; Assets Committee (in remit as Shareholder committee).</p> <p>Company Business Plans include risk register.</p> <p>Independent Chairperson.</p> <p>Independent external audit review of accounts, and opportunity to commission ad-hoc advice if required.</p> <p>S151 Officer and Monitoring Officer are expected to attend Board meetings as representatives of the Council.</p> <p>Council has a Debenture Agreement in place providing security over all loan funding it provides to the Company.</p> <p>Annual governance statement.</p>	2	5	10 (A)	<p>2025/26 Business Plan approved by Board and presented to Finance &amp; Assets Committee in March 2025.</p> <p>An Internal Audit rolling risk review took place of this area in May / June 2023</p> <p>2024/25 Statutory Accounts audited, approved at Board and presented to Finance &amp; Assets Committee</p> <p>Internal Audit report of trading company governance issued in 2023/24. All identified actions completed.</p>				

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A3	Failure to deliver the housing strategy and provide affordable housing to residents within the District	Challenges to future supply due to housing market and Government policy.	Failure to deliver the Council's commitment to 'genuine affordable' housing.	D-C	3	4	12 (A)	<p>Council Support Programme to Community Land Trusts.</p> <p>Community Led Development SPD.</p> <p>Published Strategic Housing Market Assessment (SHMA)</p> <p>Loan provided to ECCLT to deliver 15 Shared Ownership Units in Ely.</p> <p>Approved £100k homes allocation policy.</p> <p>Establish relationship with Homes England and local allocation policy.</p> <p>First Homes Interim Policy Statement approved by Finance &amp; Assets Committee in June 2022.</p> <p>Land supply monitoring report published.</p> <p>Housing Strategy approved and adopted.</p>	2	3	6 (A)	<p>Between 1 April 2024 and 31 March 2025, there were 205 affordable dwelling completions, which represent approximately 32% of gross dwelling completions in that year. This is the highest gross number of affordable housing completed in the district in the plan period.</p> <p>2024/254 AMR was published December 2025</p>	<p>Discuss pipeline with Homes England for grant funding.</p> <p>Existing affordable housing needs assessment, dated 2019, is being challenged as out of date. However still legally holds. Reiteration to developers that all schemes must be supported by their own viability assessment if any deviation from 20% allocation.</p>	D-C	On-going	G
														D-O	On-going	G

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A4	Homelessness in the District	<p>Increase in homelessness driven by external factors such as the cost of living crisis (fuel and energy), Universal Credit and the Homelessness Reduction Act.</p> <p>Breakdown of relationships following Ukrainian's being taken into homes via the Homes for Ukrainian Scheme.</p> <p>Increased placements as part of Government's Asylum dispersal programme.</p>	Impact on the Council's finance and resources. Reputational risks.	D-O	4	5	20 (R)	<p>Frontline resources focussed on preventing homelessness.</p> <p>Council retained hostels.</p> <p>Housing now has community advice within the department meaning that residents now have a one stop shop for early intervention and homelessness prevention.</p> <p>Community bus visits various locations throughout the month to give advice on housing and community advice.</p> <p>Team continues to prevent homelessness. Bed and breakfast accommodation is only utilised in exceptional circumstances relating to specific individual needs.</p> <p>Resettlement Officer and additional admin. support recruited to assist with the Ukrainian schemes, funding available until Autumn 2024.</p> <p>Community Hub set-up.</p> <p>Working with multiple organisations, including SERCO who will be responsible for sourcing housing for Asylum dispersal programme.</p> <p>Maintenance of Foundry system.</p> <p>Housing register brought in-house at the Council from 1<sup>st</sup> November 2024</p> <p>Relationships with social housing providers.</p> <p>Changing Futures 3 year programme agreed.</p> <p>Second year investment in the 'Housing First' scheme to support vulnerable people and keep them in their own homes.</p>	3	3	9 (A)	<p>2020/21 Internal Audit of Homelessness – Satisfactory Assurance</p> <p>Annual homelessness count</p> <p>Homelessness and Housing Applications audit currently taking place</p> <p>Homelessness and rough sleeping strategy adopted in March 2025</p>	Continue to monitor turnaround of voids by Sanctuary Housing.	D - O	On-going	G

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A5	Cost of living crisis impacting on the residents of East Cambridgeshire	<p>Increase in cost of utilities and food</p> <p>Increase in interest rates leading to increase in mortgage payments and other debts</p>	<p>Health and wellbeing compromised. Residents having to choose between fuel and food.</p> <p>Financial hardship could lead to homelessness.</p> <p>Increase in mental health issues</p>	D-O	4	5	20 (R)	<p>Cost of living support being provided by Housing Team.</p> <p>Cost of living pages on ECDC website</p> <p>Energy efficiency officers and Action on Energy website providing advice and sign posting on available funding for fuel and energy efficiency measures</p> <p>PECT – providing additional support on energy efficiency and funding for fuel</p> <p>Community hubs open throughout the district – Cambridgeshire Acre</p> <p>Sign post to food banks</p> <p>Joining up with community groups/voluntary organisations/CCC/PCN to ensure effective sign posting to most appropriate organisation.</p> <p>Funding available to those impacted by hardship and ensuring they access it, including Housing Benefit and the exceptional hardship fund (£10,000) set up by Council.</p> <p>Health and Wellbeing Strategy Approved at Operations Committee.</p> <p>Contact with those eligible for winter fuel grant / pension credit to support application.</p>	3	3	9 (A)	<p>Both CAWS and VCAEC grant funding approved at Committee in January 2024 for 3 and 2 years respectively.</p> <p>Health and Wellbeing Strategy Approved at Operations Committee in March 2024</p> <p>Performance Management information from ARP around the payment of Housing Benefit payments</p> <p>Supporting vulnerable people internal audit took place in 2024/25 – Substantial/Good Assurance.</p> <p>VCAEC and CAWS performance reports presented to Operational Services Committee in March 2025 and annual SLA in June 2025.</p>	<p>Continue to collaborate with key delivery partners</p> <p>Keep up to date with available funding streams</p> <p>Tender for council for voluntary services.</p>	<p>D-O</p> <p>D-O</p> <p>D-C</p>	<p>On-going</p> <p>On-going</p> <p>March 2026</p>	<p>G</p> <p>G</p> <p>G</p>

A7	Failing to deliver a cost effective, sustainable and high quality domestic Waste Collection and Street Cleansing Service	<p>Lack of clarity of legislative changes in relation to the implementation of the Environment Act including:</p> <p>Lack of guidance relating to extended producer responsibility payments and the impacts on Recycling credits</p> <p>Provision of net burdens funding to enable weekly food waste collections</p> <p>East Cambridgeshire Street Scene (ECSS) Ltd fails to deliver upon its Business Plan</p> <p>Due to:</p> <p>Increased financial pressures relating to variable costs currently carried by Provider/ECSS - fuel, vehicle maintenance, sickness</p> <p>Inability for Provider/ECSS to recruit and retain staff.</p> <p>Failure to achieve performance targets.</p> <p>Current MOA and service specification not fit for Purpose</p> <p>Poor Project implementation for new Waste Collection service</p>	<p>Failing to achieve corporate priorities</p> <p>Failure to achieve national recycling rates</p> <p>Inability to introduce new services</p> <p>Disruption or failure to service</p> <p>Significant reputational risk</p> <p>Significant cost pressures</p>	D-F	4	4	16 (R)	<p>RECAP Partnership and joint working with other Cambridgeshire collection and disposal authorities</p> <p>DEFRA confirmation of capital for new waste service</p> <p>New MRF and Waste bulking and Haulage contract in place from 1 September (3+2 yrs)</p> <p>Updated MOA which includes KPIs and review mechanism for overspends.</p> <p>Delineation of roles/ responsibilities for contract/ client-side management.</p> <p>Agreement from Council to implement new waste services from circa April 2026 (final date to be confirmed)</p> <p>New Joint Waste Project Board (ECSS and ECDC) set up to oversee implementation of service changes and additional project resource secured.</p> <p>ECSS Business Plan for Service Delivery</p> <p>Business Plans, Articles of Association and Shareholder Agreements.</p> <p>Established shareholder arrangements.</p> <p>Regular financial reporting to Operational Services Committee (in remit as Shareholder Committee).</p> <p>Company Business Plan includes a risk register.</p> <p>Independent Chairperson.</p> <p>Independent external audit review of accounts, and opportunity to commission ad-hoc advice if required.</p> <p>S151 Officer and Monitoring Officer are expected to attend Board meetings as representatives of the Council.</p> <p>All end of life vehicles replaced and vehicle maintenance and fuel contract procured by ECSS.</p> <p>Procurement completed to source Food Waste and refuse collection vehicles and bins ready for April 2026 deadline.</p> <p>Reporting on progress on readiness for waste legislation.</p>	2	4	8 (A)	<p>ECSS Business Plan approved by Board and presented to Operational Services Committee in March 2025.</p> <p>ECSS Quarterly performance reports presented to Operational Services Committee.</p> <p>ECSS Management Accounts reported to Operational Services Committee and minutes circulated to all Members.</p> <p>DEFRA confirmation received for capital funding for new Waste vehicles and food waste implementation.</p> <p>Internal Audit report of trading company governance issued in 2023/24, with all actions completed.</p> <p>Council approval for extension of MOA with ECSS to April 2026.</p> <p>EPR transitional funding confirmed for 2025/26.</p>	<p>New overall Waste and Street Cleansing Arrangement in place from 2026.</p> <p>Review of ECSS contract and specification to be implemented in line with new service roll out in 2026</p>	<p>D-O</p> <p>D-O</p>	<p>June 2026</p> <p>February 2026</p>	<p>G</p> <p>G</p>
A8	Inability to deliver the Construction of the Bereavement Centre at Mepal	Unknown costs associated with works e.g. groundworks	Unaffordable build costs Failure to deliver a Bereavement Centre	D-O D-F	4	4	16 (A)	<p>A risk allowance fund (10%) being included in the build-up of the capital costs for the project.</p>	3	4	12 (A)	<p>Design team and project management procured.</p>	<p>Six month project update report due to F&amp;A January 2026</p>	DO	Jan 2026	G

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	in the existing Budget envelope		<p>Increased allocation of CIL or new allocation of borrowing required by the council</p> <p>Reduction in Service offer</p> <p>Reduction in agreed build (value engineering)</p> <p>Reputational risk</p>					<p>The full Business Case includes for the retention of construction professionals proven in the delivery of construction projects for crematoria.</p> <p>Fixed price JCT contract entered into June 2025</p> <p>Appropriate advice and consultancy to support final design of facility</p> <p>Project Manager appointed</p> <p>Tender exercise completed</p> <p>Monthly commercial project meetings.</p> <p>Regular reporting to Finance and Assets Committee.</p>				<p>Embedded assurance audit in 2024/25 – initial report providing good assurance.</p> <p>Full Council Approved budget May 2025. CIL allocation secured.</p> <p>Fixed cost tender price returned. With risk budget allocation on both client side and contractor side</p> <p>Quarterly reporting to F&amp;A</p>				
	<b>FINANCE AND RESOURCES</b>															
B1	Inability to balance the Council's annual budget	<p>Reductions in public sector funding.</p> <p>Lack of opportunity to make savings or increase income levels.</p> <p>“Cost of living crisis” resulting in lost Council Tax receipts and increased direct costs to the Council as inflation increases.</p>	<p>Failure to spend in line with the budget in 2024/25.</p> <p>Failure to set a legal budget for 2025/26 in February 2025.</p>	D-F	3	5	15 (A)	<p>The 2025/26 Budget was approved by Full Council in February 2025.</p> <p>Quarterly budget monitoring reports are presented to Management Team and relevant Committees.</p> <p>Partnership working and on-going consideration of potential opportunities linked to key ambitions.</p> <p>Strong leadership from Members and officers.</p> <p>Use of Surplus Savings Reserve to balance budget.</p> <p>A balanced Budget for 2025/26 was approved by Full Council in February 2025.</p>	1	3	3 (G)	<p>2023/24 Internal Audit of Budgetary Control – Substantial / Good Assurance.</p> <p>Underspend of £2.877 million in 2024/25.</p>				

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B2	Failure to achieve expected levels of development and planning gain	<p>The viability and delivery of residential and commercial development.</p> <p>Changes in legislation such as the Levelling Up and Regeneration Act.</p> <p>Reduction in Planning applications.</p>	Council failing to deliver its growth trajectory and not generating projected Section 106 and CIL income.	D-C	4	4	16 (R)	<p>CIL and Section 106 collection and monitoring, with s106 Officer role introduced.</p> <p>CLT support programme</p> <p>Working with developers</p>	3	4	12 (A)	<p>In 2024/25 the Council recorded 624 dwelling completions (635 gross housing completions, minus 11 demolitions). This figure does not include C2 (residential institutions) completions.</p> <p>Infrastructure Funding Statement 2024/25 was published December 2025.</p> <p>5 year land supply report published in December 2025</p> <p>The latest Housing Delivery Test measurements are dated 2023 and were published by government in December 2024. East Cambridgeshire scored 113%</p>	<p>Respond to the outcomes of the Levelling Up and Regeneration Act.</p> <p>New major projects board – including early negotiations on s106 agreements.</p>	D-C	On-going	G
														D-O	On-going	G



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B3	Inability to balance the Council's Medium Term Financial Strategy	<p>Reductions in public sector funding.</p> <p>Changes in Government funding such as the Fair Funding Review.</p> <p>Lack of opportunity to make savings or identify additional sources of income.</p> <p>Failure to maximise the opportunity from partnership working.</p> <p>"Cost of living crisis" resulting in lost Council Tax receipts and increased direct costs to the Council as inflation increases.</p> <p>Any delay to local government reorganisation beyond April 2028.</p>	<p>Failure to have a balanced budget beyond year 2 of the MTFS.</p> <p>The Fair Funding Review may result in reduced government funding allocations, leading to increased budget pressures in 2028/29</p>	D-F	4	5	20 (R)	<p>Agree Medium Term Financial Strategy (MTFS) each February as part of budget setting process.</p> <p>The 2025/26 Budget (and MTFS) was approved by Full Council in February 2025 with 2025/26 and 2026/27 balanced.</p> <p>Partnership working and on-going consideration of potential opportunities linked to key ambitions.</p> <p>Strong leadership from Members and officers to identify savings / income generating opportunities in advance of need.</p> <p>Use of one-off funding from the Surplus Savings Reserve to balance future years is available until into 2027/28.</p>	4	4	16 (R)	<p>Underspend of £2.877 million in 2024/25 used to increase Surplus Savings Reserve</p> <p>Significant increase in Government funding in 2025/26 with the introduction of grants</p> <p>Internal Audit review of the medium term financial strategy process in 2024/25 gained an assurance opinion of good and substantial</p>	Explore options for savings and / or additional sources of income to balance MTFS in year 3 (2028/29) and future years	D-F	On-going	A
	<b>PROCESSES AND SYSTEMS</b>															
C1	Failure to maintain service delivery and support the community in the event of an unforeseen emergency or loss of resources	<p>Major civil emergency potentially due to:</p> <ul style="list-style-type: none"> <li>• Loss of access to premises</li> <li>• Severe weather events (including from the impacts of climate change)</li> <li>• Fuel shortages</li> <li>• Communications failure</li> <li>• Pandemics</li> <li>• Loss of utilities</li> <li>• Terrorist events</li> <li>• Supply chain failure (including as a result of the war in Ukraine)</li> <li>• Civil unrest</li> </ul>	<p>Inability to access key staff or resources resulting in reduced ability to deliver services.</p> <p>Increased requests for Council resources and services</p> <p>Health and safety impact on staff and vulnerable residents</p> <p>Damage to Council property and impact on residents</p> <p>Reputation damage</p>	CEX	3	4	12 (A)	<p>Council Emergency and Business Continuity plans in place with ongoing review programme.</p> <p>Staff training and exercises, both internally and externally facilitated.</p> <p>Member of the Cambridgeshire and Peterborough Local Resilience Forum (CPLRF).</p> <p>CPLRF multi-agency emergency plans.</p> <p>ICT functionality allowing staff to work remotely where required.</p> <p>JESIP training for directors during 2024.</p> <p>Safety Advisory Group membership and attendance.</p>	2	2	4 (G)	<p>CPLRF monitoring of potential power outage scenarios over the winter. Mighty Oak exercise (work on power outages) completed in March 2023.</p> <p>W Coates Multi agency exercise took place in February 2023.</p> <p>Laws regulators - Security Industry Authority (SIA)</p>	<p>Legislation received Royal assent April 2025 – Terrorism (Protection of Premises) Act 2025 –implementation period of at least 24 months</p> <p>Subject to SIA guidelines, implement duties in respect of ECDC buildings &amp; activities</p> <p>Raise with CPLRF to explore 'best practice' exercise around battery storage at renewable energy sites</p>	HS A	April 2026	



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C2	Loss of data or access to ICT systems due to a breach of information security and / or weaknesses in the IT infrastructure	<p>ICT systems abuse, intrusion or failure.</p> <p>Cyber attack</p> <p>Under investment in IT infrastructure and lack of resource to implement change.</p> <p>Employees not having the right tools for the job to work efficiently.</p> <p>Hacking of third party system providers.</p>	<p>Business interruption resulting in reduced ability to deliver services.</p> <p>Not prepared for disaster recovery.</p> <p>Non-compliance with legislation, resulting in financial penalties and reputational risk.</p> <p>Inefficient working.</p> <p>Loss of data.</p> <p>Business disruption</p> <p>Penalties and costs associated with data breach.</p> <p>Reputational damage.</p>	ITM	4	5	20 (R)	<p>ICT Disaster Recovery Plan in place with annual testing undertaken.</p> <p>System and penetration testing regime.</p> <p>ICT Information Security Policy.</p> <p>Government Connect and Public Sector Network (PSN) compliance.</p> <p>Implementation of Office 365</p> <p>Regular backups and restoration tests undertaken</p> <p>New ICT Information Security Policy approved.</p> <p>Regular phishing exercise for staff carried out.</p> <p>Password protocol in place.</p> <p>Annual GDPR including cyber awareness training carried out.</p> <p>Registered with NCSC for their Early Warning Service – this service sends notifications of cyber issues relating to Mail Checks and DNS Records.</p> <p>Reflect on lessons learnt from national incidents before purchasing new software.</p>	3	3	9 (A)	<p>Disaster Recovery exercise took place in September 2024</p> <p>ICT Monitoring Strategy now in place</p> <p>PSN Compliance certificate awarded May 2025</p> <p>Incident Management log prepared and regularly monitored</p> <p>2023/24 Internal Audit assurances around cyber security and PCI DSS compliance.</p>	<p>Ransomware desktop exercise</p> <p>Application for 2026 PSN Compliance certificate currently being prepared</p> <p>Disaster Recovery exercise being planned</p>	<p>HS A</p> <p>ITM</p> <p>ITM</p>	<p>May 2025</p> <p>Sept 2025</p>	<p>G</p> <p>G</p> <p>G</p>

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C3	Non-compliance with legislative and regulatory requirements	<p>Changes in legislation from Central Government or Professional bodies can impact many areas, for example:</p> <ul style="list-style-type: none"> <li>• health and safety,</li> <li>• equalities,</li> <li>• safeguarding,</li> <li>• environmental legislation,</li> <li>• employment law.</li> </ul> <p>Introduction of new legislation – Terrorism (Protection of Premises) Act 2025 – implementation period of at least 24 months</p>	<p>Increased risk of harm due to noncompliance</p> <p>Financial penalties for non- compliance.</p> <p>Reputational risk.</p> <p>Increased insurance costs due to claims</p>	CMT	3	4	12 (A)	<p>Monitoring changes to legislation that impacts the Council. Topical examples include H&amp;S sentencing guidelines, and earlier closedown of accounts.</p> <p>Procedural rules are changed as required and training delivered at least annually.</p> <p>Safeguarding Policy 2022. Safeguarding leads nominated and all staff trained in 2023.</p> <p>Health and safety management system.</p> <p>Disaster Recovery Plan and supporting systems / hardware.</p> <p>Equality, Diversity and Inclusion policy.</p> <p>Training on equality, diversity and inclusion for Members and officers rolled out.</p> <p>Equality monitoring reports published.</p> <p>Annual health and safety report presented to Finance &amp; Assets Committee</p> <p>RIPA policy (Regulation of Investigatory Powers Act) and Covert Investigation Act Policy</p> <p>Annual RIPA monitoring report presented to Finance and Assets Committee (most recent report March 2025)</p> <p>Whistleblowing Policy</p> <p>Monitoring of mandatory training completion by CMT leads</p> <p>Member safeguarding training</p> <p>Building safety Regulator audit</p>	3	3	9 (A)	<p>Annual senior management assurance statements (AGS).</p> <p>2022/23 Internal Audit review of Assets of Community Value – Good / Substantial Assurance.</p> <p>2022/23 Internal Audit review of Safeguarding – Satisfactory Assurance</p> <p>2022/23 Internal Audit review of Enforcement Policy Compliance – Satisfactory Assurance</p> <p>Corporate Health and Safety policy approved by Finance &amp; Assets Committee</p> <p>RIPA inspection in December 2023 provided assurance over compliance.</p> <p>Whistleblowing Policy approved by Finance &amp; Assets Committee November 2024.</p> <p>Updated Equality, Diversity and Inclusion Policy approved January 2025</p>	<p>Implementation of Employment Rights Bill.</p> <p>Reviewing our policies in light of the Supreme Court ruling on the meaning of sex in the Equality Act, after the Equality and Human Rights Commission (EHRC) publishes its updated Code of Practice</p> <p>Waiting guidance – Security Industry Authority (SIA) regarding Terrorism Act.</p>	HS A	Apr 2026	G

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C4	Failure to achieve compliance with Data Protection legislation (UK General Data Protection Regulations and Data Protection Act 2018)	Data breaches. Failure to meet legislation deadlines. ICT system failure / cyber-attack. Human error.	ICO monetary penalties, enforcement notices, prosecution.  Compensation claims and reputational damage.	D-LS	4	4	16 (R)	All Council staff are required to undertake an annual online data protection training exercise. All new staff briefed at Corporate Induction.  Data Breach Register maintained.  Individual data breach recording form also completed for all breaches detailing risk assessment, investigation and recommendations made (and reviewed to ensure implementation).  Record of Processing Activity in place and maintained by Information Officer.  Member training provided as part of induction programme.  Annual Report on Information Governance presented to Audit Committee.  Phishing exercise rolled out to all staff.	3	3	9 (A)	2023/24 Internal Audit review of Information Governance gained Substantial Assurance for control design and Satisfactory Assurance for compliance.  Annual report on Information Governance presented to July 2024 Audit Committee.	2024 Data Protection Training round currently being concluded.	D-LS	May 2025	G

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C6	Failure of corporate governance and counter fraud and corruption controls.	Attempts at fraud and corruption from internal or external sources are successful due to inadequate corporate governance and counter fraud controls.	Financial losses and reputational damage.  Impact on service delivery.  Failure to prevent fraud.	CMT	3	3	9 (A)	Gifts and hospitality registers. Counter fraud and ethical governance policies and procedures. Fraud awareness training module for staff – mandatory. Anti-money laundering policy is part of the Constitution. Internal control framework including segregation of duties and authorisations. Reviewed annually for Annual Governance Statement. Participation in National Fraud Initiative. Fraud awareness promotion on annual basis, with targeted reminders in year. Fraud reporting tool available internally and externally. Cambridgeshire Fraud Hub launched to reduce Council Tax fraud in March 2023. Introduction of £70 fine (from April 2025) for failure to declare change of circumstances for single person discount.	2	3	6 (A)	Annual senior management assurance statements (AGS). Annual letter sent to external auditors on any known cases of fraud.				

Inherent Risk								Residual Risk				Assurances	Actions				
Risk No.	Risk Description	Cause	Effect	Owner	Likelihood	Impact	Score & RAG	Key Controls	Likelihood	Impact	Score & RAG	Sources of assurance over key controls	Actions	Owner	Target Date	Action RAG	
C7	Climate Change, specifically the failure of the Council to adapt to the changing needs as a consequence of climate change and achieve its goal to be Carbon net zero by 2036	Failure to implement the necessary measures to reduce the Council's carbon emissions and put in place revised working practices that allow the Council to continue to operate effectively in a changing environment	<p>Direct impact on the assets and finances of the Council, including as examples, maintaining the temperature of buildings during hotter summers, longer grass cutting season impacting on Parks and more green waste impacting on the Waste Service.</p> <p>Impact on the residents of East Cambs and the potential additional support the Council needs to provide</p> <p>Reputational damage</p>	D-C	4	3	12 (A)	<p>Corporate Plan includes a priority to 'Enhance the natural environment and build on our sustainable goals' and an action to 'work with stakeholders and external organisations to further our sustainability goals and implement our Environment Plan', and a corporate action for 2024/25 related to climate change.</p> <p>Annual Climate Change budget allocated to demonstrate Council's commitment to acting on climate change and to enable the council to deliver climate related projects</p> <p>Environmental Action Plan published each June with results reported the following year</p> <p>Roll out of HVO use in refuse collection vehicles (80% of the Council's entire CO2e emissions)</p> <p>Solar Panels being fitted to the roofs of various Council buildings</p> <p>See risk C1 for key controls relating to severe weather events</p>	4	3	12 (A)	<p>Council has Investors in the Environment Silver Accreditation</p> <p>43rd out of 164 district councils in Climate Emergency UK's rankings for 2025</p> <p>We calculate and report the Council's Carbon Footprint on an annual basis</p> <p>134 members of staff have attended the Carbon Literacy Training and 90 completed the accreditation process.</p> <p>ECDC's Pathway to Net Zero by 2036 report approved by F&amp;A Cttee in November 2025.</p>	<p>Carbon Literacy training available for all staff and councillors</p> <p>Climate related actions in the Environment Plan top 20 Actions</p> <p>Climate related Corporate Plan Action for 2025/26 to deliver the Climate and Nature Top 20 actions for 20254 including a focus on water resilience, reducing carbon emissions and nature improvements</p>				G
C8	Local Government Reorganisation (LGR) – Inability to influence, secure and maximise the benefits from LGR for the residents of East Cambridgeshire AND maintain Council services during the period of change	<p>Inability to engage at the right level to influence the process / Government</p> <p>Preparedness for change</p> <ul style="list-style-type: none"><li>Resource change</li><li>Staff retention</li><li>Duplication of focus</li><li>Difficulty recruiting new staff</li><li>Procurement Challenges</li><li>Future of Trading companies</li></ul>	<p>Residents of East Cambs fail to benefit from the reorganisation, not least, by losing their sense of place.</p> <p>Staff feel unsure about role and therefore unmotivated.</p> <p>Disruption of Service / Difficulty with delivering services to residents</p> <p>Budget challenges</p> <p>Reduced workforce</p>	CMT	5	5	25 (R)	<p>Cambridgeshire wide groups set up at political and Chief Executive level to try to get as much consensus as possible. Four different unitary proposals have been submitted to government November 2025.</p> <p>Other countywide groups set up to gather / collate information and determine process at more granular level, including, as an example, resources</p> <p>District Council Network actively promoting the role of district councils at a national level.</p> <p>Ensure that all staff and members are fully informed as the process develops</p>	5	3	15 (A)	<p>Special regular Connect sent to all staff and members specifically about LGR</p> <p>Creation of an internal project team to ensure staff and members remain fully updated as the process moves forward</p> <p>Joint C&amp;P recruitment for an LGR Implementation programme Director to commence January 2026</p>	<p>Development of public awareness campaign in development. Launch to coincide with government consultation.</p> <p>Meetings with Leaders and Chief Executive's in place throughout transition period</p>	<p>D-O</p> <p>DO</p>	<p>Jan 2026</p> <p>On-going</p>		

Inherent Risk								Residual Risk				Assurances	Actions			
Risk No.	Risk Description	Cause	Effect	Owner	Likelihood	Impact	Score & RAG	Key Controls	Likelihood	Impact	Score & RAG	Sources of assurance over key controls	Actions	Owner	Target Date	Action RAG
LEARNING AND GROWTH																
D2	Failure to deliver upon strategic development plans and requirements	<p>The Council not being able to demonstrate a five-year land supply for housing or an up-to-date Local Plan. However, on 21<sup>st</sup> April 2020 the Council did regain its five-year land supply, though developers are challenging this.</p> <p>Lack of up to date Local Plan.</p> <p>Lack of delivery of permitted schemes by developers.</p>	<p>Planning applications can only be refused if the adverse impacts significantly and demonstrably outweigh the benefits of the proposal, in accordance with the presumption in favour of the sustainable development.</p> <p>More speculative development.</p> <p>Not delivering quantity of housing/employment to meet needs of the district.</p>	D-C	3	4	12 (A)	<p>Development Management to manage speculative applications when submitted.</p> <p>Work with developers to help delivery of sites.</p> <p>Robustly defend appeals in order to maximise chances of success (note: ultimately, it will be a planning inspector, in reaching a decision on an appeal, which will determine whether the inherent risk materialises).</p> <p>Our latest Five Year Land Supply calculations demonstrate that the Council continues to have a very healthy supply of homes coming forward, of approximately 7 years' worth. This continues to put the Council in a very strong position should any developer attempt to challenge that it cannot demonstrate enough supply.</p> <p>Single Issue Review completed and amended Local Plan adopted by Council October 2023. The housing requirement figure in the Local Plan is now up to date.</p>	2	4	8 (A)	<p>Five Year Land Supply Report published in December 2025– which confirms:</p> <p><b>as at 1 April 2025 has five-year housing land supply of 6.17 years.</b></p> <p><b>6.17</b> years supply over the five-year period (1 April 2025 to 31 March 2030)</p> <p>A further <b>6.46</b> years of pipeline supply, anticipated to come forward from year 6 onwards.</p> <p>A grand total of <b>12.63</b> years' worth of identifiable supply, for the full period 2025-2040</p>	Monitor Government proposals for planning.	D-O	On-going	G

Inherent Risk								Residual Risk				Assurances	Actions			
Risk No.	Risk Description	Cause	Effect	Owner	Likelihood	Impact	Score & RAG	Key Controls	Likelihood	Impact	Score & RAG	Sources of assurance over key controls	Actions	Owner	Target Date	Action RAG
D8	Difficulties with staff recruitment, absence (including sick leave) and retention – leading to lack of resources	<p>Lack of staff resources in terms of numbers due to turnover, aging workforce or failed recruitment exercises.</p> <p>Lack of staff resources in terms of knowledge, skills and behaviours due to poor staff retention.</p> <p>National skills shortage for professional and technical roles.</p> <p>Local Government Reorganisation (LGR).</p>	<p>A shortage of staff in roles across the Council and a loss of knowledge and skills, could lead to service failure, which in-turn could result in an increased level of complaints, poor reputation and financial penalties from breaches in legislation or failure to follow rules, procedures and meet deadlines.</p> <p>More acute in areas with reliance on single officer.</p> <p>More challenging to recruit with lack of attractive terms and conditions, based on feedback from recent exercises.</p> <p>Increased costs in relation to recruitment campaigns and the cost of temporary staff.</p> <p>Less movement between authorities during the uncertainty of LGR</p>	CMT	4	4	16 (R)	<p>Investment in training and up-skilling existing staff.</p> <p>Absence Management policy.</p> <p>Management Development training has been delivered to all Service Leads and team leaders.</p> <p>Remote working policy.</p> <p>Service Delivery Plans presented to Policy Committees in March 2025.</p> <p>Use of market supplements</p> <p>Use of recruitment agencies where necessary.</p> <p>Starters and leavers report presented to Finance &amp; Assets Committee.</p> <p>Review of exit interviews.</p> <p>Apprenticeship opportunities.</p> <p>Career scales.</p> <p>Succession Planning.</p>	3	4	12 (R)	Six-month and annual reviews of Service Delivery Plans.	<p>CMT discussion on workforce strategy</p> <p>Staff comms regarding Local Government Reorganisation</p>	<p>D-F</p> <p>D-O</p>	<p>Dec 2025</p> <p>On-going</p>	<p>A</p> <p>G</p>



**Corporate Priorities:**

- 1 Sound Financial Management
- 2 Cleaner, Greener East Cambridgeshire
- 3 Sustainable Communities

**Key to risk owners (above):**

CEX	Chief Executive
D-CS	Director, Commercial Services
D-F	Director, Finance
D-LS	Director, Legal Services
D-C	Director, Community
D-O	Director, Operations
HSA	Health & Safety Adviser
HRM	Human Resources Manager
CMT	Corporate Management Team
ITM	IT Manager
H&CA-M	Housing & Community Advice Manager

## Appendix 3 - Corporate Risk Register Heat Map

### Summary of Residual Scores for Corporate Risks

Impact	Very High	5		A2			
	High	4		D2, A7	A8, B2, D8	B3	
	Medium	3	B1	A3, C6	A4, A5, C2, C3, C4	C7	C8
	Low	2		C1			
	Negligible	1					
			1	2	3	4	5
			Very rare	Unlikely	Possible	Likely	Very Likely
			Likelihood				

**Red scores** – in excess of the Council's risk appetite. Action is needed to redress, with regular monitoring. In exceptional circumstances residual risk in excess of the risk appetite can be approved if it is agreed that it is impractical or impossible to reduce the risk level below 16. Such risks should be escalated through the management reporting line to Corporate Management Team, Finance and Assets Committee and Council.

**Amber scores** – likely to cause the Council some difficulties (risk score 5 to 15) – six monthly monitoring.

**Green scores** (risk score 1 to 4) – low risk, monitor as necessary.

Code	Title
A2	East Cambridgeshire Trading Company fails to deliver upon its business plan and expected levels of performance
A3	Failure to deliver the housing strategy, and provide affordable housing to residents within the district
A4	Homelessness in the district
A5	Cost of Living crisis
A7	Failing to deliver a cost effective, sustainable and high quality domestic Waste Collection and Street Cleansing Service
A8	In ability to deliver the Construction of the Bereavement Centre at Mepal in the existing Budget envelope
B1	Inability to balance the Council's annual budget.
B2	Failure to achieve expected levels of development and planning income
B3	Inability to balance the Council's Medium Term Financial Strategy
C1	Failure to maintain service delivery and support the community in the event of an unforeseen emergency or loss of resources
C2	Loss of data or access to ICT systems due to a breach of information security or weaknesses in the IT infrastructure
C3	Non-compliance with legislative and regulatory requirements
C4	Failure to achieve compliance with the General Data Protection Regulations & Data Protection Act

C6	Failure of corporate governance and counter fraud and corruption controls
C7	Failure to achieve the Council's goal to be Carbon net zero by 2036
C8	Local Government Reorganisation
D2	Failure to deliver upon strategic development plans and requirements
D8	Difficulties with staff recruitment, absence and retention – leading to lack of resources