

Risk Area	Sub Risk Area	Risk Ref	Risk Title	Cause, Event, Effect	Inherent Risk Priority (IL x II)	Risk Control / Mitigation	Residual Risk Priority (RL x RI)	Action Required
**Corporate Risks**	Financial and Resources	288	Financial strain and uncertainty impacting service delivery	<p>CAUSE: Unprecedented impacts from Covid and Brexit, challenging accurate forecasting of potential shifts in consumer and business behaviour and income projections.</p> <p>EVENT: insufficient resources to make necessary decisions, hindering appropriate planning for service delivery and</p> <p>EFFECT: Fluctuations in income, necessitating a responsive approach to potential reductions of incre</p>	L = 4 I = 4 Very High (16)	<p>Strategic focus on value for money, cost control and income maximisation. Strategic priority to carefully consider expenditure for non-statutory services and maximise income for commercial interests. - Move from net budget reporting to a focus on income and expenditure separately.</p> <p>Regular budget monitoring and escalation is a key control measure.</p> <p>In year this includes an in principal decision to charge for garden waste, and a robust focus on income and numbers in one leisure service plan, alongside the continued commercialisation of traded services such as CCTV, trade waste and the development of new traded services is key. Consider ways of delivering services in more effective</p> <p>Timely monitoring and escalation of variances against income forecasts, for corrective action to budget holders, with appropriate oversight by SLT. That we recognise and respond to the risk of Covid changing behaviours, as well as broader macro economic threats of people having less ability to pay. Better marketing and understanding of consumer priorities to protect and grow income streams.</p>	L = 2 I = 4 High (8)	Regular reporting to SLT, and timely forecasting to service managers.
**Corporate Risks**	Financial and Resources	289	Increased demand straining council finances	<p>CAUSE: Growing population from housing growth, impacts of an ageing population, economic pressures (inflation, cost of living), and broader effects of covid and brexit.</p> <p>EVENT: Strain on revenue budget, risking overspend, requiring additional resources, or necessitating a reduction in performance standards to manage the surge in demand.</p> <p>EFFECT: Increased strain on the Council's revenue budget.</p>	L = 3 I = 5 Very High (15)	<p>Service planning, monitoring of development activity, active management of demand and the prompt escalation of deviations from the predicted norm.</p> <p>To actively track key risk and high cost services through our refreshed performance management process enabling prompt action to be taken. To actively seek to redesign this via resourcing and leading a key change programme which reviews the way we support residents in need across a range of local providers - Financial vulnerability project. This will see us work with partners to review and define working, particularly around financial distress. Seeking to develop more holistic support which address root causes and prevent issues escalating. Climate Change Strategy Action Plan. Challenge our partners to demonstrate they are tackling these risks in an effective manner to mitigate the risk implications for us.</p>	L = 3 I = 4 High (12)	
**Corporate Risks**	Financial and Resources	345	Resource Shortage Risk: Hindrance to Housing Ambitions	<p>CAUSE: Council lacks sufficient resources to fulfill housing goals.</p> <p>EVENT: Inadequate resources to achieve the Council's housing plans.</p> <p>EFFECT: Struggle to meet housing targets, potential delays, and unmet housing needs in the community.</p>	L = 3 I = 4 High (12)	<p>To seek opportunities for external funding, to support housing initiatives. To maintain the delivery of affordable properties as part of new developments. To bring forward an updated housing strategy.</p>	L = 3 I = 3 High (9)	

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**Corporate Risks**	Financial and Resources	348	Funding Gaps and Operational Disruptions: Impacts of National Policy Changes	<p>CAUSE: Introduction of new national policies lacking sufficient funding or disrupting council plans.</p> <p>EVENT: Implementation of new national policies affecting various aspects of council.</p> <p>EFFECT: Financial strain, potential disruptions in community services, challenges in achieving council goals, and the risk of legal issues for non-compliance with the introduced policies.</p>	L = 3   = 5 Very High (15)	"Actively monitoring government circulars, and being active members in Green paper consultations (either separately as a district or wider collaboration with CC and/or CPCA), participation in webinars, guidance updates, discussion groups on emerging policy. Working with politicians to lobby for agendas that have the greatest impact on us and take an active role to ensuring policy changes have the least negative or greatest positive impact for Hunts. Consider ways in which we can work jointly with partners to minimise the cost of administering these duties."	L = 3   = 4 High (12)	
**Corporate Risks**	Legal and Contractual	350	General Election 2025 - Legislative Changes Impact	<p>CAUSE: Potential disruption to program plans due to expected legislation changes being halted, delayed or altered.</p> <p>EVENT: General Election 2025 affecting legislative processes and outcomes.</p> <p>EFFECT: Significant impacts on HDC, potentially leading to disruptions, delays or changes in the implementation of program plans due to altered legislation.</p>	L = 3   = 3 High (9)	<p>Monitor political announcements re potential changes to legislation and discuss potential impacts to the organisation; identify possible mitigations for these.</p> <p>Business cases for future change/investment to also consider possible changes post election.</p>	L = 3   = 3 High (9)	
**Corporate Risks**	Financial and Resources	367	General Election 2025 - Local Government funding changes	<p>CAUSE: Outcome of the general election, due before early 2025, results in a change of government and a redistribution of Local Government Finance Settlement funding to other areas.</p> <p>EVENT: General election due before January 2025 resulting in change of government.</p> <p>EFFECT: Potential significant reduction in Local Government Finance Settlement, impacting service affordability for the Council and availability of resources</p>	L = 3   = 5 Very High (15)	<p>Prepare Medium Term Financial Plan on an annual basis.</p> <p>Further develop the Council's financial sustainability away from reliance on central government funding.</p> <p>Robust financial control to ensure the Council is delivering services at the most effective level.</p>	L = 3   = 3 High (9)	

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**Corporate Risks**	Information and Technology	301	Cybersecurity Risk: Growing Threat Landscape and Vulnerabilities	<p>CAUSE: Surge in attempted cyber attacks, identification of high-profile vulnerabilities in our supply chain and integrated applications, and insufficient cybersecurity measures, staff awareness, and training.</p> <p>EVENT: Increasing reliance on technology amplifies the potential impact of a cyber attack on our ability to deliver services, leading to reputational damage, financial penalties, data breaches, and potential significant downtime with data loss or encryption.</p> <p>EFFECT: Substantial consequences on our business operations, including reputational damage, financial losses, potential data breaches, and significant downtime, potentially leading to data loss or encryption.CAUSE: Surge in attempted cyber attacks, identification of high-profile vulnerabilities in our supply chain and integrated applications, and insufficient cybersecurity measures, staff awareness, and..</p>	L = 4   I = 5 Very High (20)	<p>1. services to each develop and evidence (via review by ICT/HR and emergency planning) a sound Business Continuity Plan for continued operations in the event of a cyber event that results in a) total loss of all ICT for a period of 2-3 weeks. No laptops, no network, no local applications, no cloud applications, no printing, no mobile CA (just SMS and calls) b) minimal ICT (internet access, some cloud hosted applications and some laptops/printing for 2-3 months) c) longer term BCP for on site hosted applications being out of action for 6 months+ This is to include support services BCP for HR/Payroll (how will we pay staff and support them), Comms (how to plan for external comms around event)</p> <p>Expansion of ICT procurement advice to enforce mandatory minimum cyber requirement for new software. (Not just buy the incumbent providers option if they don't meet cyber requirements)</p> <p>Investment in dedicated cyber security team.</p> <p>Investment in SIEM monitoring software. which is providing additional monitoring and alerting capabilities.</p> <p>See ICT service plan - Work is being undertaken with DLUHC and the Cyber (security) Assessment Framework has progressed well and the new security monitoring solution has completed the installation phase has now moved to the configuration and implementation phases. Continued benchmarking against NCSC ten step approach, and monitoring by dedicated cyber security lead. At an operational level annual staff training and focus on specific actions via the compliance task list, the delivery of lunch and learn sessions and information on intranet pages/ regular reminders in staff communications etc. To bring forward targeted updates on a measured risk basis, if cyber threat incidents or risks emerge. Maintain the CPLRF Cyber Resilience plan with partners and exercise at appropriate intervals</p> <p>Undertaking of cyber breach exercise to test preparedness.</p> <p>Use and monitoring of the NCSC ten step cyber security process. Investment in dedicated cyber security team. Quarterly reports on NCSC 10 steps assessments are circulated to Shared services board, IG board and this quarter (Q2 23/24 - a more detailed briefing / presentation was done for OGC.</p>	L = 3   I = 5 Very High (15)	<p>More training and familiarity activity for staff. More BCP planning for services and organisationally.</p> <p>Recruitment and embedding of the dedicated Cyber Security resource + agreeing a programme of work fr the first 12 months.</p> <p>NCSC 10 steps risk management process to be implemented and embedded as part of standard working practices. Reporting to be refined to provide regular information ad updates to Shared Services board and the IG boards.</p> <p>ICT and Procurement teams are working together to ensure ICT requirements - such as cyber security, continuity and availability, etc are covered appropriately as part of procurement processes going forward. This should be a standard ICT requirement / part of the system specification.</p> <p>All service areas have been asked to review and update their BC plans (e.g. in the event of an incident that impacts the availability and security of ICT services). This is being monitored through the current set of service plans which are in the process of being peer reviewed)</p> <p>Investment in to SIEM implementation and adoption - Time, funding and resource is needed for FY 22/23 and beyond.</p>

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**Corporate Risks**	Information and Technology	339	Major ICT Failure Risk: Disruption to Council Operations	<p>CAUSE: Significant failure in the council's information technology (ICT) systems.</p> <p>EVENT: Major breakdown or malfunction in the council's ICT infrastructure or services.</p> <p>EFFECT: Severe disruption to council operations and services, potential data loss, service delays, and communication challenges.</p>	L = 3   = 4 High (12)	To reduce the risk of failure have existing steps & resources in place (dedicated network roles, security systems, UPS and generator power back-up etc). Delivery of new pieces of work that reduce the level of risk (e.g migration to new version of NSX in Q2 23/24 to improve service failover performance). Existing mitigations include, data centre split over 2 separate sites, immutable back-ups in place, separate systems management network to provide resilience in the event of high order failure, contract in place for 4 hour response if hardware replacement required due to faults. Data Centre software support in place. Regular maintenance in place to keep system updated and patched. In the event of failure to have organisational BCP measures and the identification of BCPs in service plans for 23/24. ICT are also performing their own BCP cyber related exercise and the outputs of that will be key to inform what and how services deliver their own BCP.	L = 3   = 3 High (9)	
**Corporate Risks**	Information and Technology	340	Information Breach Risk: Weakness in Data Security	<p>CAUSE: Potential weakness in the council's data security measures.</p> <p>EVENT: Significant breach of council information, involving unauthorized access or data theft.</p> <p>EFFECT: Exposure of sensitive information, legal consequences, financial losses, and damage to the council's reputation.</p>	L = 3   = 4 High (12)	Refresh of Information Governance arrangements - with focus on in service arrangements. Continued operation of compliance checklist and new assurance board to ensure more focus and accountability on compliance actions. To continue a focus on training, education and support for all staff (perm, FTC, contractors, agency etc) is paramount for mitigating this risk. To refresh IG management plans across all services supported by dedicated IG resource. Monitoring of performance in responding to FoI by SIRO to identify any services areas that present a performance risk and escalate where necessary	L = 3   = 3 High (9)	
**Corporate Risks**	Legal and Contractual	294	Weak Contract and Account Management Risks Financial Inefficiency and Business Needs	<p>CAUSE: Lack of documented processes, staff training, and consequences for non-compliance with codes/policies, leading to inadequate skills, poor planning, and time pressures.</p> <p>EVENT: Potential for unregulated providers, weak financial appraisals, and inefficient procurement, resulting in poor value for money and risks of non-delivery.</p> <p>EFFECT: Legal action from suppliers, reputational damage, financial penalties, poor value goods/services, and potential danger to customers/community</p>	L = 3   = 3 High (9)	<p>Clearly defined processes.</p> <p>Refresh of our procurement framework. Refresh of our Social value policy. Additional resource placed in procurement. Lunch and learn sessions for staff. Promotion of Code of Procurement, use of TechOne for raising and approving purchase orders and reporting on non compliance around these areas. Promoting the completion of a contracts' register.</p> <p>Routine evaluation of procurement practice through audit activity.</p> <p>Training of all budget holders in procurement practices</p>	L = 2   = 3 Medium (6)	Review procurement training and processes.

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**Corporate Risks**	Legal and Contractual	368	Procurement resources	<p>CAUSE: Procurement legislation is not fully complied with.</p> <p>EVENT: Demand on the organisation's Procurement resources exceeds capacity, resulting in non compliance with procurement regulations</p> <p>EFFECT: organisation is unable to comply with statutory reporting and procurement award processes, resulting in financial penalties and additional costs to the organisation.</p> <p>Organisation will be unable to demonstrate best value control of expenditure and annual external audit will be qualified.</p>	L = 4 I = 4 Very High (16)	Supplement existing procurement resources with additional resource to focus on the new Procurement regulations coming into force Autumn 2024 and changes required to comply with those, to draft the Social Value Procurement policy and to propose changes which may streamline procurement processes.	L = 2 I = 4 High (8)	

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**Corporate Risks**	Operating Environment	305	Unforeseen Events Risk: External Factors and Civil Contingencies	<p>CAUSE: Increasing Cyber Security threats, global pandemics like Covid, and climate change-related weather events pose risks of significant, unplanned events.</p> <p>EVENT: Unforeseen events with a direct impact on the organization or the area, requiring a Council response.</p> <p>EFFECT: Uncertain but potentially significant impacts on resources (income/funding), increased demand, and disruptions to planned methods of delivery (people, process, or technology).</p>	L = 3   = 4 High (12)	<p>good visibility of risk register across organisation.</p> <p>Effective Business Continuity and Emergency Plan. Planning and training for a range of eventualities should hopefully provide us with options for response even if the exact risk is not entirely forecast.</p> <p>Gold, silver duty rotas, training for SLT on duty rota, lessons learnt form bronze response etc To continually reflect and improve emergency planning arrangements. Horizon scanning and planning work via quarterly formal attendance at CPLRF forum at Exec level, allied to monthly attendance at Bronze level for tactical Emergency Planners and direct financial contribution to the CPFRL partnership to fund resources that operate across the partnership</p> <p>Horizon scanning to ensure early sight of any obvious changes</p> <p>Local Resilience Forum training and development, including use of lessons learned</p> <p>Regular review of risk register.</p>	L = 3   = 3 High (9)	
**Corporate Risks**	Operating Environment	308	Public Sector Partnership Risk: Financial Burdens and Delivery Impact	<p>CAUSE: Reduction in central government funding combined with demographic and other pressures, leading to potential risks of decisions by one partner impacting the costs or sustainability of another.</p> <p>EVENT: Transfer of demand among agencies due to reduced input in communities, creating challenges in controlling additional demand and budget pressures.</p> <p>EFFECT: Financial and capacity impacts on the authority, potential compromise of services to the public, and increased costs falling on the Council, as all partners experience significant changes and pressures.</p>	L = 3   = 5 Very High (15)	<p>Using evidence base to identify areas of greatest need (e.g. Covid impact assessment/ Joint Strategic Needs Assessment).</p> <p>Additional burdens funding sought and chased, pursue closer alignment with partners to understand early these pressures and impacts, strategic alignment with partners to share costs (across neighbouring councils or other public sector organisations), regular review/ analysis of 'state of the district' data and demand on HDC service to be able to track and respond quickly</p> <p>Develop a multi agency approach, working closer with partners, communities and other stakeholders to deliver shared Huntingdonshire priorities.</p> <p>Development of a new Huntingdonshire Place Strategy used to provide shared aims, priorities, outcomes and actions.</p> <p>Identification of partners priorities and their delivery across partnerships e.g. Joint Health and Well Being Strategy.</p> <p>Investing senior officer time in strategic and partnership forums to support delivery of better outcomes &amp; system wide improvements.</p> <p>Investing senior officer time in understanding partner issues, and looking to support partners with these issues (e.g. supporting strategy development, senior recruitment, address budget issues).</p>	L = 3   = 4 High (12)	Huntingdonshire Place Strategy adopted end 22/23.

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**Corporate Risks**	Operating Environment	341	Industrial Action Risk: Disruption to Service Delivery	<p>CAUSE: Workforce dissatisfaction or disagreement on employment issues like wages or working conditions.</p> <p>EVENT: Initiation of industrial action, including strikes or other forms of labor protests.</p> <p>EFFECT: Impact on service delivery and corporate plan objectives due to disruptions caused by the industrial action.</p>	L = 4   = 3 High (12)	Open and transparent conversations about pay with staff and their representatives, being clear on the cost and implications of demands. The development and maintenance of business continuity plans in the event of industrial action, to seek to mitigate the impacts. Proactive communication with residents and communities who could be impacted in the event of the threat of industrial action. The co-production with the workforce of a Workforce Strategy to prepare the Council for the changing skills needed in our future workforce, and to ensure that we can continue to attract, retain and nurture talent.	L = 3   = 3 High (9)	
**Corporate Risks**	Operating Environment	342	Shared Service Breakdown Risk: Disruption to IT Services	<p>CAUSE: Breakdown in relations between the council and 3C shared service partners.</p> <p>EVENT: Significant deterioration in the working relationship and cooperation between the council and 3C shared services.</p> <p>EFFECT: Disruption of IT services and projects, potentially resulting in IT failures, project delays, and increased costs for the council.</p>	L = 2   = 4 High (8)	Re-baselining of all ICT costs currently underway. Strategic conversations about the future direction of ICT scheduled for 2023, to clarify requirements and service expectations going forward. Active review of partnership working between three councils also being proposed. Regular board meetings between all parties to discuss/resolve issues and ensure services being delivered are still relevant and effective. Dispute resolution protocols.	L = 2   = 3 Medium (6)	
**Corporate Risks**	Operating Environment	347	Development Management Risk: Impaired Achievement of Commitments	<p>CAUSE:: Council lacks skills and/or resources for economic growth in the District.</p> <p>EVENT:: Failure to achieve housing, economic growth, and environmental commitments.</p> <p>EFFECT: Non-achievement of NNDR funding growth, unmet resident outcomes, and a threat to the future prosperity of the district.</p>	L = 4   = 4 Very High (16)	Undertake the Development Management Improvement programme to improve the performance of the planning service To continue enhanced performance management activity and focus on maintaining capacity in the team. "	L = 3   = 3 High (9)	
**Corporate Risks**	People	292	Council capacity and focus risks for corporate plan delivery	CAUSE: inability to effectively manage diverse programmes and change projects, leading to challenges in achieving MTFS financial targets and improved resident outcomes. Causes include ineffective resource management, poor performance monitoring, unclear corporate priorities, and a lack of alignment between work	L = 4   = 4 Very High (16)	<p>* Strengthen linkage between strategic and corporate priorities and programmes and projects delivered.</p> <p>*Ongoing review of Corporate priority programmes, projects &amp; activities, including use of internal audit and external consultants. *Ongoing review of the Council's approach to programme and project management ensuring a significant focus on delivery across the whole Council.</p> <p>*All SLT members advocates and champions of adopted, proportionate and risk based approach. *Ongoing review of corporate officer governance.</p>	L = 3   = 3 High (9)	<p>*Spring 22 SLT restructure</p> <p>* New approach to 22/23 Service Plans established by end March 22.</p> <p>*Q1 22/23 implementation of SLT re-structure.</p> <p>*By end Q322/23 review of internal officer governance completed.</p>

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				<p>alignment between these programs and local service plans.</p> <p>EVENT: difficulty unifying and managing various programs, hindering the delivery of MTFS financial targets and improved outcomes. Adverse impacts on the local community, reputational damage, site-based working instead of collaboration, delayed improvements, and resources not allocated strategically.</p>		<p>New corporate plan developed and endorsed by Full Council in line with the clear objectives of the Council and clarity of actions being developed to deliver this, and alignment of MTFS against this. With clear and transparent quarterly reporting regime against this. Refreshed project oversight to monitor and deliver outcomes.</p>		



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**Corporate Risks**	People	346	Workforce Recruitment and Retention Challenge	<p>CAUSE: Council faces difficulties in attracting and retaining well-trained staff.</p> <p>EVENT: Challenges in recruiting and retaining staff with the required skills and training.</p> <p>EFFECT: Potential workforce gaps leading to delays, diminished service quality, and difficulties in fulfilling various duties for the council.</p>	L = 4 I = 4 Very High (16)	To deliver a renewed Workforce Strategy to prepare the Council for the changing skills needed in our future workforce, and to ensure that we can continue to attract, retain and nurture talent. To bring forward a new communications strategy which includes consideration of how to market HDC to potential employees. To reinvigorate the Employee Reps group, so that employees have a greater sense of involvement in, and commitment to, the organisation.	L = 4 I = 3 High (12)	
**Corporate Risks**	Policy and Process	343	Resource and Process Deficiencies: Hindrance to Council Objectives	<p>CAUSE: Insufficient allocation, planning, governance, or internal processes within the council.</p> <p>EVENT: Inadequacies lead to challenges in fulfilling the council's objectives or legal responsibilities.</p> <p>EFFECT: Council may struggle to achieve goals or fulfill legal duties, potentially resulting in service disruptions, legal issues, and reduced effectiveness.</p>	L = 2 I = 4 High (8)	Review of organisational governance and framework of assurance in place across organisational governance & risk, performance, project and programme delivery, strategic opportunities. ToR and membership reviewed and updated, to ensure Boards have appropriate data to review monthly, are empowered to make mitigation decisions and actively look to review and amend processes in line with emerging impacts, trends and pressures. A refresh of our Emergency Plan and Business Continuity plan activity. Organisation constitution in place that defines delegated authority limits and roles and responsibilities of Officers and Members. To complete senior recruitment .	L = 2 I = 3 Medium (6)	
**Corporate Risks**	Policy and Process	344	Inadequate Internal Reporting: Impeding Timely Response to Resource Challenges	<p>CAUSE: Council's internal reporting lacks speed and coordination.</p> <p>EVENT: Resource shortages or increased demand occur, and the council's reporting systems cannot promptly identify and address issues.</p> <p>EFFECT: Delayed and ineffective responses, making it challenging for the council to address resource shortages or increased demand effectively.</p>	L = 3 I = 3 High (9)	Complete refresh of performance management approach which will focus on more strategic measures and active management of cases that step outside agreed risk parameters. To embed greater focus on income and cost and not just net impact at financial reporting. To fully embed Risk Management thinking so that potential issues are monitored proactively.	L = 3 I = 3 High (9)	