



Appendix 15

Implementation risk log



Risk ID	Risk	Description	Risk Type	Owner	Likelihood (1-5)	Impact (1-5)	Combined Risk Score	Mitigation(s)
1	Statutory service disruption	Disruption to Adults, Children/SEND, safeguarding, Revenues & Benefits and other critical statutory services during transition.	Service / Operational	Director of People Services	3	5	15	Day-1 readiness assessments; dual running of critical systems; scenario-based rehearsals; defined and audited gateways before Vesting day
2	Workforce capacity and retention	Loss of key staff, low morale, or insufficient capacity to deliver both transition and ongoing services.	Workforce	HR Lead	4	5	20	Early appointments to critical roles; retention incentives; visible leadership and change-champion network; wellbeing support; clearly communicated role change process once agreed.
3	ICT and data migration failure	Data loss, cyber incident, or system failure during migration, risking service continuity and data integrity.	ICT	Digital & ICT Lead	3	5	15	'Minimise change for Day 1' principle; rigorous migration rehearsals and validation; robust identity and access management; independent technical assurance.
4	Financial risk – transition costs, debt and harmonisation	Uncertainty over transition costs, council tax harmonisation, legacy debts and ongoing financial resilience.	Financial	Section 151 Officer	3	5	15	Ring-fenced transition budget with benefits tracking; monthly review of prudential indicators; pre-vesting reserves strategy; transparent council tax harmonisation plan.
5	Stakeholder confidence and political misalignment	Lack of buy-in or clarity among residents, staff, partners, MPs and other stakeholders, risking resistance and loss of confidence.	Governance / Communications	Communications & Engagement Lead	3	4	12	Single coherent narrative and consolidated FAQs; structured engagement plan; early and ongoing engagement; transparent communications strategy.
6	Programme complexity and pace	Overambitious timelines, unclear scope, or failure to control programme complexity leading to delivery failure.	Governance / Programme	Programme Director	4	5	20	Realistic critical path; clear scope control; time-boxed discovery for unknowns; early legal drafting for Orders; structured escalation and decision protocols.
7	Loss of local representation and identity	Perceived or actual reduction in local democratic voice and accountability; risk of community tensions or loss of local identity	Governance / Democratic Representation	Head of Democratic Services	3	3	9	Design governance structures to protect local representation; empower town/parish councils and area boards; thematic and neighbourhood engagement models; monitor and respond to emerging tensions.
8	Failure to realise transformation benefits	Estimated savings and service improvements are not realised, undermining the business case and future delivery capacity.	Programme / Financial	Programme Director / Section 151 Officer	3	5	15	Benefits management framework; baseline and track savings via central benefits register; align to MTFs and transformation roadmap; independent gateway reviews.
9	Disaggregation risk for statutory people services	Complexity of disaggregating Adult Social Care, Children's Services, SEND and Section 75 arrangements between the two new unitaries.	Service / Operational	Director of People Services	4	5	20	'Lift-and-shift' approach for Day 1 to minimise disruption; maintain current Section 75 and joint commissioning arrangements initially; phased redesign using locality model. Unknown: final national reforms to ASC and children's services during the transition period.
10	High demand and social need imbalance	Higher deprivation and social care need in North Cambridgeshire & Peterborough, with risk that funding and capacity are insufficient to close gaps.	Service / Strategic / Financial	Director of Public Health / Director of People Services	3	5	15	Targeted resource allocation; prevention-first approach; place-based service models.
11	Other Public Service Reforms causing misalignment (ICS, Police, etc)	Misaligned priorities and geographies across health, safeguarding, and economic partnerships during and after transition.	Partnership Governance	Communication and Engagement Lead	3	4	12	Continued monitoring of any other public service reform; alignment of governance structures; clear transition protocols.
12	Structural Changes Order (SCO) delay	Parliamentary timetable delays SCO, compressing implementation time and increasing transition risk.	Legal / Governance	Monitoring Officer	3	5	15	Early drafting of Orders; scenario planning for different SCO timings; maintaining option-flexible artefacts (e.g. TOM and ICT cutover variants). Unknown: parliamentary and ministerial scheduling outside local control.
13	Section 24 direction constraints	Section 24 financial controls prevent or delay necessary spend and contractual commitments by predecessor councils.	Financial / Legal	Section 151 Officer	2	3	6	Agree clear approval processes with Shadow Authorities; early pipeline planning for major transactions; transparent communication with services and suppliers.

14	Estates and asset transfer risk	Delays or confusion around transfer of HQs, civic buildings and operational depots, affecting service footprint and staff.	Operational / Estates	Estates Lead	3	3	9	Early asset strategy; clear SLAs and asset transfer agreements; agreed works and retrofit planning; dual-running of key sites where required.
15	Branding of new authorities and resident navigation risk	Residents and businesses are uncertain during Shadow Authority to new authority transition period which council they need to contact regarding services. Also once vesting day reached which council is responsible for their area.	Communications / Operational	Communication and Engagement Lead	2	3	6	Early branding decisions; consistent messaging; transition microsite; joint FAQs and contact routes.
16	Payroll and payments failure on Day 1	Failure in payroll, benefits or supplier payment systems at vesting, impacting staff, residents and suppliers.	Operational / ICT / Finance	Digital & ICT Officer / Section 151 Officer	2	5	10	Prioritised testing of payroll and payments; dual-running where possible; clear contingency plans.
17	Data protection and information governance failure	Non-compliance with GDPR / Data Protection Act during data sharing and migration.	Legal / ICT	Data Protection Officer	3	5	15	Updated data sharing agreements; IG officer coordination; DPIAs for major migrations; staff training.
18	Workforce transfer legal risks	Incorrect handling of contract migration and pension arrangements leading to legal challenge and cost exposure.	Legal / Workforce	HR Lead / Monitoring Officer	3	5	15	Clear strategy; early union engagement; dedicated legal advice on pensions; staff FAQs. Unknown: outcome of any national changes to LGPS or employment law during transition.
19	Long-term financial sustainability risk	Demand and inflation pressures outstrip savings, undermining long-term sustainability for one or both new councils.	Financial	Section 151 Officer	3	5	15	Robust MTFS; scenario planning; prevention-focused approach to ASC, children's and homelessness; regular financial resilience reviews.
20	Housing and economic growth dependencies	Failure to deliver assumed housing and economic growth undermines the tax base and funding for services.	Strategic / Financial	Housing and Growth lead	3	3	9	Alignment with CPCA strategies and area local plans; joint housing and infrastructure planning; monitoring of growth trajectories.
21	Inequality and social outcome risk	If implementation or subsequent transformation fails, inequalities in health, education and employment could worsen.	Service / Social	Director of Public Services / DASS / DCS / Director of Public Health	3	3	9	Locality-based service model; targeted interventions; equality impact assessments for major changes.
22	Electoral boundary and governance readiness risk	Electoral warding and governance arrangements are not finalised in time for Shadow Authority elections.	Legal / Democratic	Head of Democratic Services	2	5	10	Early engagement with LGBCE; accelerated drafting of constitutions; interim arrangements if required.
23	Insufficient programme assurance	Lack of independent assurance and internal audit leading to programme drift or unmanaged risk.	Governance / Programme	Programme Director	3	4	12	Independent gateway reviews; regular internal audit reports; Delivery Confidence Assessments; reporting to Shadow Audit Committees.
24	Public misunderstanding of service responsibilities	Residents unclear which new council provides which services during transition period, causing frustration and service failure demand.	Communications	Communication and Engagement Lead	3	2	6	Public FAQs; clear web and telephony routes; joint branding during transition.
25	Homelessness and temporary accommodation disruption	Realignment of homelessness services and temporary accommodation procurement disrupts support to households and rough sleepers.	Service	Housing / Homelessness Lead	3	5	15	Joint homelessness transition plan; protection of frontline teams through Day-1; mapping of relevant contracts and pathways; continuity protocols.
26	Homelessness data and system integration failure	Fragmented case management and data systems lead to loss of case history and statutory compliance risk.	ICT / Service	ICT Lead / Housing Lead	3	4	12	Early mapping of all homelessness systems; robust data migration plan; manual fallback procedures.
27	Social care market fragility	Provider instability in Social Care services - including home care and residential markets, especially in rural areas and for complex needs.	Service	DASS and DCS	3	4	12	Market-shaping strategy; support for micro-providers; fair-cost-of-care approach; contingency planning for provider failure.

28	Joint safeguarding arrangements weakened	Safeguarding Boards, LADO, out-of-hours and specialist functions become fragmented or misaligned across the two new unitaries.	Legal / Safeguarding	DCS	3	5	15	Design future safeguarding arrangements early; consider joint boards or shared services where appropriate; maintain current arrangements through Day-1.
29	Unspent Section 106 and developer contributions continue	Historic underuse of developer contributions (S106 / CIL) persists, limiting infrastructure and service investment.	Financial / Planning	Planning Lead/ Section 151 Officer	3	4	12	Improved tracking and governance of contributions; closer links between planning, housing and ASC/Children's commissioning; local infrastructure delivery plans.
30	Underlying demand pressures continue to rise regardless of reorganisation	ASC, children's services, homelessness and public health demand rises due to demographic and socio-economic factors beyond LGR.	Service / Strategic	DASS, Director of Public Health, and Housing lead	5	5	25	Prevention and early intervention agenda; multi-agency demand management; targeted investment in high-need cohorts.