

**Appendix E  
Strategic Risk Matrix  
November 2016**

Notes: Risk Tolerance Line -----  
The **greyed out cells** shows those areas where risk scores are considered to be relatively minor in nature.



			IMPACT				
			Insignificant	Low	Medium	High	Extreme
			1	2	3	4	5
<b>LIKELIHOOD</b>	Almost certain	5				5. Lack of land supply 28. Recruitment & Retention	25. Increase in cost of managing homelessness.
	Likely	4				15. Welfare Reform 24. HRA Business Plan	
	Possible	3			3. Illegal Traveller encampments or developments 19. Demands on services from an ageing population 20. Partnership working with Cambridgeshire County Council 26. Business Improvement & Efficiency, Development Control Improvement, and Commercialisation Programmes 27. Shared Services initiatives with other authorities 29. Access to Primary Care in Growth Areas	30. Devolution Risk - Failure of implementation programme to deliver on scope, time, quality and cost	8. Medium Term Financial Strategy
	Unlikely	2				2. Consultation and Engagement 31. Failure of Combined Authority to deliver Devolution effectively	

	Rare	1					
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