



GREAT YARMOUTH
BOROUGH COUNCIL

Audit and Risk Committee

Date: Monday, 23 January 2023

Time: 10:00

Venue: Council Chamber

Address: Town Hall, Hall Plain, Great Yarmouth, NR30 2QF

AGENDA

Open to Public and Press

1 APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2 DECLARATIONS OF INTEREST

You have a Disclosable Pecuniary Interest in a matter to be discussed if it relates to something on your Register of Interests form. You must declare the interest and leave the room while the matter is dealt with.

You have a Personal Interest in a matter to be discussed if it affects

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

You must declare a personal interest but can speak and vote on the matter.

Whenever you declare an interest you must say why the interest arises, so that it can be included in the minutes.

- 3 **MINUTES** 4 - 7
- To confirm the minutes of the meeting held on 31 October 2022.
- 4 **MATTERS ARISING**
- To consider any matters arising from the above minutes.
- 5 **INTERNAL AUDIT UPDATE PROGRESS AND FOLLOW-UP
REPORT 2022-23**
- Report to follow.
- 6 **DRAFT ANNUAL GOVERNANCE STATEMENT 2021-22 ACTION
PLAN UPDATE** 8 - 11
- Report attached.
- 7 **CORPORATE RISK REGISTER** 12 - 25
- Report attached.
- 8 **WORK PROGRAMME** 26 - 26
- The Committee is asked to consider and note the Work Programme.
- 9 **ANY OTHER BUSINESS**
- To consider any other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration.
- 10 **EXCLUSION OF PUBLIC**
- In the event of the Committee wishing to exclude the public from the meeting, the following resolution will be moved:-

"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 1 of Part I of Schedule 12(A) of the said Act."



GREAT YARMOUTH
BOROUGH COUNCIL

Audit and Risk Committee

Minutes

Monday, 31 October 2022 at 10:00

PRESENT:-

Councillor Grant (in the Chair); Councillors Freeman, Galer, Wainwright & A Wright.

Ms C Whatling (Monitoring Officer), Ms K Sly (Finance Director), Ms L Snow (Finance Manager), Ms F Haywood (Head of Internal Audit) & Ms C Webb (Democratic Services Officer).

Ms D Hansen & Mrs S Powell (EY).

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor A Wright.

2 DECLARATIONS OF INTEREST

The Chairman declared a personal interest as he is a Director of GYN, however, in accordance with the Council's Constitution, is allowed to both speak and vote on the matter.

3 MINUTES

The minutes of the meeting held on 25 July 2022 were confirmed.

4 MATTERS ARISING

Councillor Wainwright asked for a progress update from the Head of Internal Audit in relation to the ongoing investigation at the Market Place. The Head of Internal Audit reported that this was a substantial piece of work and that it was imperative that she had access to all of the audit documents and that she would be feeding in to the investigative process.

5 INTERNAL AUDIT ACTIVITY - PROGRESS AND FOLLOW UP

The Committee received and considered the report from the Head of Internal Audit.

The Head of Internal Audit reported progress made between 1 April 2022 to 24 October 2022 in relation to the delivery of the revised Annual Internal Audit Plan for 2022/23. The report also provided an update on the implementation of internal audit recommendations.

Councillor Wainwright asked for clarification in regard to GY1901, Corporate Governance, which had a due date of 31/01/2019, which had been revised 8 times, and was now due on 31/12/2022. Councillor Wainwright asked if this would be achieved.

RESOLVED:-

That the Committee receives the progress update relating to the Internal Audit Plan for 2021/22 & 2022/23, and receives the update on the Council's implementation of internal audit recommendations.

6 2020/21 AUDIT RESULTS REPORT

The Committee received and considered the report from Ernst Young, the Council's External Auditors.

Debbie Hanson, EY, presented the Provisional Audit Results report which summarised the status of the audit and further progress to date and explained the remaining steps to the issue of their final opinion. The audit was designed to express an opinion on the 2021 financial statements and addressed current statutory and regulatory requirements. This report contained our findings related to the areas of audit emphasis, our views on Great Yarmouth Borough Council's accounting policies and judgements and material internal control findings. Each year saw further enhancements to the level of audit challenge and the quality of evidence required to achieve a robust professional report. Debbie thanked the finance and management teams for supporting this process. EY had also included an update on our work on the value for money arrangements in section 4 of the report.

Debbie Hanson highlighted that EY had identified a number of audit differences in the draft statement of accounts at the time of writing their report, and until EY had completed the audit further differences may be identified:-

Uncorrected differences:-

- £0.155 million overstatement of the debtor balances; and
- £0.2 million difference between benefits paid by the pension fund and those included within the IAS 19 report and disclosed in the notes to the accounts.

Debbie Hanson suggested that the Council should update the AGS include the reference to the control deficiencies identified in relation to a number of areas as noted below, which EY had identified as risks of significant weakness in relation to the Value for Money assessment:-

- the Council's self-referral to the regulator for social housing in relation to achievement of the decent home standard and a number of issues which meant that the Council breached part 1.2 of the Home Standard;
- weaknesses identified in the management of the contract with Great Yarmouth Norse in relation to housing repairs and management; and
- weaknesses in the management of the Market Place redevelopment.

Councillor Wainwright highlighted the Market Place redevelopment and the potential overspend due to a high number of revisions and the building being carried out under a Letter of Intent as opposed to a signed contract.

Debbie Hanson informed the Committee that this was the draft wording which had yet to be reviewed and agreed by the Finance Director.

RESOLVED:-

That the Committee receive and note the 2020/21 Audit Results Report.

7 2020/21 FINAL ACCOUNTS AUDIT

The Committee received training on the preparation and reporting of the draft Statement of Accounts prior to the meeting.

The Committee received and considered the draft Statement of Accounts 2020/2021.

The Finance Director reported the salient areas of the draft Statement of Accounts 2020/21 to the Committee and thanked Debbie Hanson, Sappho Powell & the EY Team and Lorna Snow and the Finance Team for all their hard work in the preparation and production of the 2020/21 Accounts. This sentiment was echoed by the Chairman and the Committee.

Councillor Wainwright asked what would happen if the Council dropped below its minimum reserve which had been set at £3.2m. The Finance Director reported that if the Council went below this figure, the Council's financial planning process would be adhered to whereby it would utilise its earmarked reserves and funds would be re-allocated to the General Reserve to protect it.

RESOLVED:-

That the Committee receive and note the draft 2020/21 Final Accounts Audit.

8 WORK PROGRAMME

The Committee received and considered the Work Programme.

The Head of Internal Audit requested that the Internal Audit & Follow Up report scheduled for 5 December 2022 be moved back to the meeting scheduled for 6 March 2022.

The Finance Director reported that the Final Audit report 2020/21 would be presented to the Committee for approval at the next meeting but asked that the Committee put the next meeting back from 5 December 2022 to 23 January 2023.

9 ANY OTHER BUSINESS

The Chairman reported that there was no other business being of sufficient urgency to warrant consideration at the meeting.

The meeting ended at: TBC

Subject: DRAFT ANNUAL GOVERNANCE STATEMENT 2021/2022 - ACTION PLAN UPDATE

Report to: Audit and Risk Committee – 23 January 2023

Report by: Kaye Bate, Corporate Risk Officer



SUBJECT MATTER

This report seeks to inform members of the progress made in relation to further work identified / action required to address issues identified in the Annual Governance Statement 2021/22 action plan for the following year.

RECOMMENDATION

That Committee receives and note the action taken to address the issues identified.

1 INTRODUCTION/BACKGROUND

- 1.1 The Draft Annual Governance Statement was approved by Audit and Risk Committee on 25 July 2022.
- 1.2 The review process highlighted areas where further work was required to strengthen the governance and internal control environment. Detailed below is action taken to address the issues raised or proposed action to be taken.

2 ANNUAL GOVERNANCE STATEMENT – ACTION PLAN

- 2.1 The table below illustrates action taken to address the 9 key issues / actions raised in the action plan for 2022/2023.

	Further work / areas to be addressed	Responsible Officer	Due Date	Review Update
1	Internal Audit recommendations should be implemented within the agreed timeframe and adequately actioned by management to ensure we have robust internal controls environment to safeguard the council's assets in all service areas. COVID 19 has impacted on the delivery of recommendations by the agreed implementation date, although it is hoped that this work will start to be prioritised.	Management Team	31 March 2023	Work continuing to implement audit recommendations by the due date and progress is being made for those recommendations with future dates. Progress is also being made to implement outstanding recommendations. ELT and Audit and Risk Committee receive regular update reports. To ensure responsibility and accountability all recommendations are assigned to Heads of Service or Directors to ensure that the appropriate action is taken and where there are resource issues these will be discussed at ELT.

	Further work / areas to be addressed	Responsible Officer	Due Date	Review Update
				Work in Progress
2	The Officer Register of Gifts and Hospitality process is to be reviewed during 2022/2023 and further work is to be undertaken to raise awareness and ensure compliance.	Corporate Services Manager	31 March 2023	Register of Gifts and Hospitality to be held electronically, process currently under review. Due to limited resources within the team it has been difficult to progress with this recommendation however once the team is fully resourced this work will re-commence Work in Progress
3	Procurement and Contract Management - The contract management arrangements are to be reviewed by the Monitoring Officer to strengthen this area of governance.	Monitoring Officer	31 October 2022 Revised date: 31 March 2023	Areas to be addressed are to ensure that the Contract Register is updated to reflect the spend. Ensuring contracts are removed from the Contract Register when the contract has expired or ensuring followed contract procurement rules when a contract is due to expire. Work in Progress
4	Corporate Governance Internal Audit Report 2018/19 – The outstanding recommendation for site paper storage arrangements to be reviewed to ensure compliance with GDPR regulations is to be implemented.	Corporate Services Manager	30 June 2022 Revised date: 30 May 2023	Due to staff resources within the team it has been difficult to progress. Due to the winter period approaching a further review will be scheduled for April / May 2023. Work in Progress
5	Work to progress with the delivery of the Equality, Diversity and Inclusion Strategy Action Plan.	Head of Organisational Development	31 March 2023	Work on the action plan continues, a draft ED&I policy has been produced, staff briefings in October included an update to all staff on the strategy. There are a number of training programmes being developed by NCC, also for delivery to staff. Work in Progress
6	Work is progressing to ensure compliance with the accessibility regulations and standards for documents currently published and to be published on the website, Intranet and mobile apps to ensure that most people can use it without needing to adapt it, while supporting those that need to adapt things.	IMT Manager	Ongoing	Document Accessibility continues in line with the overarching project plan with an end date of 31/03/2023 for the documents highlighted under the Cabinet Office Audit. Our compliance level has increased from 78% to 95% based on the current SilkTide rankings. Ongoing work with the business to either delete/replace/amend current documents is ongoing to improve this position further. Work in Progress

	Further work / areas to be addressed	Responsible Officer	Due Date	Review Update
7	Counter Fraud and Corruption Internal Audit Report 2021/22 – work to progress with the implementation of the 2 urgent and 5 important audit recommendations.	Corporate Risk Officer	31 March 2023	Work is progressing to implement the recommendations. Due to staff resources have been difficult to progress with implementation of recommendations. Work in Progress
8	Environmental Services Internal Audit Report 2021/22 – work to progress with the implementation of the 2 urgent and 8 important audit recommendations.	Head of Environment and Sustainability	31 March 2023	2 important recommendations have been implemented. Due to staff resources have been difficult to progress with implementation of recommendations. Work in Progress
9	GYN Invoicing Internal Audit Report – work to progress with the implementation of the 6 urgent and 7 important audit recommendations.	Director of Housing Assets	31 March 2023	A number of financial controls have been implemented into the contract which addresses a number of the recommendations identified in the audit. To date, 6 actions are complete, and the remainder are work in progress and scheduled for completion in the year 23/24 with the publication of an options report on the future service delivery and the implementation of the NEC Housing Management System. Work in Progress

3. FINANCIAL IMPLICAITIONS

3.1 None

4. RISK IMPLICATIONS

4.1 None

5. CONCLUSIONS

5.1 The report shows that action has been taken or progress is being made to address the issues where further work had been identified or action was proposed / being taken. Resource issues have had an impact on the delivery of the action plan.

6. BACKGROUND PAPERS

6.1 None

Areas of consideration: e.g., does this report raise any of the following issues and if so, how have these been considered/mitigated against?

Area for consideration	Comment
Monitoring Officer Consultation	No
Section 151 Officer Consultation	No
Existing Council Policies	No
Financial Implications within existing budgets	No
Legal Implications (including human rights)	No
Risk Implications	No
Equality Issues/EQIA assessment	No
Crime & Disorder	No
Every Child Matters	No

Subject: Corporate Risk Register

Report to: Management Team – 15 December 2022

Audit and Risk Committee – 23 January 2023

Report by: Kaye Bate, Corporate Risk Officer



SUBJECT MATTER

This report asks the Audit and Risk Committee to review the Corporate Risk Register to determine whether the register correctly reflect the risks affecting the Authority.

RECOMMENDATION

1. That Committee review the Corporate Risk Register.

1. INTRODUCTION / BACKGROUND

- 1.1 The Audit and Risk Committee is responsible for monitoring the arrangements in place for the identification, monitoring, and management of strategic and operational risk.
- 1.2 The Audit and Risk Committee last reviewed the register in July 2022.
- 1.3 This report informs the Audit and Risk Committee of the current corporate risk position.

2. Corporate Risk Register

- 2.1 The Corporate Risk Register was last reviewed by Management Team in December 2022.
- 2.2 The risk matrix below shows how the risks identified in the Corporate Risk Register are distributed. There are currently 28 risks included on the Corporate Risk Register. The risks considered to be outside the Councils risk appetite have action plans in place to mitigate or reduce the risk. The risks that fall within the risk appetite or acceptable have action plans in place to reduce the risk further.
- 2.3 Since presenting the Corporate Risk Register to the Audit and Risk Committee in July 2022 there has been:

Three risks have been added to the register:

- 10b - Business Continuity - National Power Outages
- 10c - Business Continuity - Rolling Power Outages
- 28 – Confidential Risk

The risk rating for three risks have reduced due to the implementation of the action plan and further control measures in place:

- 11 - Management of Major Projects
- 12b - Workforce Capacity
- 23 - Emergence of new strain of Covid

The risk rating for one risk has increased:

- 5b. Impact of inflation rise

RISK MATRIX					
Likelihood	5			7b – Cyber Security 5b – Impact of inflation rise	
	4		3 – Incident Management - Flood Risk 18b – Sufficient resources and resilience to ensure effective contract management 20 – Tree open and play spaces Management	5a - Local/National Economy 12a – Workforce Capacity 22 – IT systems capability and interaction	1 – Financial Stability 4b – Coastal Erosion
	3	19 – Change Management	6 – Compliance with General Data Protection Regulations (UK GDPR) 7a - Information Security 7c – Physical Security 8 - Data quality 11 – Management of Major Projects 13 – Changes in government policies 16 - Infrastructure not being able to meet demand 21 – Loss of Reputation	12b – Capacity and Resilience of the Control Centre 17 - Business improvement in the major leisure facilities under delivers 18a – Sufficient resources and resilience to ensure effective procurement 26 – Failure to reduce Carbon footprint / failure to embrace sustainability and mitigate the impact of climate change 27 – Confidential Risk 28 – Confidential Risk	2 – Reduced spending in Great Yarmouth 4a– Flood and Coastal Management 17 – BT upgrade network & Caister exchange upgrade
	2	23 – Emergence of new strain of Covid	9 - Event Management – for large scale events held in the Borough 24 - Gaps in Insurance cover - insurers reducing cover in place with the result that Council assets may not be adequately covered	10a - Business Continuity 14 - Delivery of long term strategic objectives 15 - Lack of community cohesion / community tensions 25 – Creation of Local Authority Subsidiary Company for Operational Services	10b Business Continuity – National Power Outages 10c – Business Continuity – Rolling Power Outages
	1				
	1	2	3	4	5
Impact					

Likelihood – 5 Very Likely, 4 Likely, 3 Fairly Likely, 2 Unlikely, 1 Very unlikely
Impact – 5 Severe, 4 Significant, 3 Moderate, 2 Minor, 1 Negligible

<i>Risk Rating Actions:</i>	
Very High 20 - 25	Risk outside risk appetite. Action required to reduce rating to an acceptable level
High 10 - 16	Risk outside risk appetite. Action required to maintain or reduce rating.
Medium 5 - 9	Acceptable with some mitigating and contingency planning. Routine reviews should be carried out to ensure there is no change which makes them more severe
Very Low 1 - 4	Within risk appetite but kept under review. No further action required unless risk become more severe

2.4 The Corporate Risk Officer will present the Corporate Risk Register after its next review by Management Team in six months.

3. FINANCIAL IMPLCATIONS

3.1 See attached Corporate Risk Register.

4. RISK IMPLICATIONS

4.1 See attached Corporate Risk Register.

5. CONCLUSIONS

5.1 The Corporate Risk Register currently reflects the risks affecting the Authority and where applicable action plans have been put in place to reduce the current scores and risk affecting the Authority.

Area for consideration	Comment
Monitoring Officer Consultation	No
Section 151 Officer Consultation	No
Existing Council Policies	No
Financial Implications within existing budgets	No
Legal Implications (including human rights)	No
Risk Implications	See attached report
Equality Issues/EQIA assessment	No
Details contained in strategy	
Crime & Disorder	No
Every Child Matters	No



CORPORATE RISK REGISTER

Risk Rating Actions:

Very High 20 - 25	Risk outside risk appetite. Action required to reduce rating to an acceptable level
High 10 - 16	Risk outside risk appetite. Action required to maintain or reduce rating.
Medium 5 - 9	Acceptable with some mitigating and contingency planning. Routine reviews should be carried out to ensure there is no change which makes them more severe
Very Low 1 - 4	Within risk appetite but kept under review. No further action required unless risk become more severe

Last Review:	ELT / MT 15 December 2022 / CRG 31	A & R 25 July 2022
Review Date:	October 2022	23 January 2023
Review By:		A & R

Impact and Likelihood Matrix Explanation	
Risks are rated by two factors:	
IMPACT - the impact to the business of the identified risk should it be realised	
LIKELIHOOD - the likelihood that a risk will become a business issue	

		IMPACT OF RISK				
		1	2	3	4	5
		Negligible	Minor	Moderate	Significant	Severe
LIKELIHOOD OF RISK	5	Very Likely	Medium 5	High 10	High 15	Very High 20
	4	Likely	Very Low 4	Medium 8	High 12	Very High 20
	3	Fairly Likely	Very Low 3	Medium 6	High 9	High 15
	2	Unlikely	Very Low 2	Medium 4	Medium 8	High 10
	1	Very Unlikely	Very Low 1	Very Low 2	Very Low 3	Medium 5

DIRECTION OF TRAVEL	
↔	No change to current risk rating
←	Current risk rating has reduced
→	Current risk rating has increased

Risk ID No	Risk	Risk Owner	Description of Risk	Impacts	Action Plan	Current Rating			
						Likelihood	Impact	Risk Rating	Direction of Travel
1	Financial sustainability	ELT	Financial resilience of the council due to the uncertainty of the future funding for Local Government from the fair funding review and review of the business rates retention scheme.	Inability to effectively plan for the medium to long term	Review of the Medium Term Financial Strategy when the outcomes of the Fair Funding Review and review of the Business Rates Retention Scheme are announced.	4	5	20	Very High
			Reductions in Central Government funding and lack of certainty of future funding levels.	Unplanned reductions to services and quality of delivery	Continued review of reserves and balances to manage cashflow, unexpected events and use of reserves to deliver longer term benefits				↔
			Increased volatility from external funding including business rates and council tax.	Annual budgets exceeded and greater reliance on the use of reserves	Continued maintenance of the Medium Term Financial Strategy and delivery of the themes of the business strategy				

			<p>Increased spending pressures not matched by increased in funding/income.</p> <p>Reduced income from demand led services and property rentals</p> <p>Reduced income from recycling credits</p>	<p>Resources diverted from services</p> <p>Annual savings and new income streams not achievable</p> <p>Recyclable tonnage income / fail to get good rates for product and lack of market for recyclates</p> <p>Removal or changes to recycling credits</p> <p>Increased funding to support NEWS and MRF</p> <p>Inability to deliver strategic objectives</p>	<p>Member workshops and engagement as part of the budget and MTFS preparations</p> <p>Monitoring and scrutiny of all JV operations and Subsidiary Companies</p> <p>Continue to pro-actively respond to central government funding consultations and lobbying for adequate fuunding and financial support.</p> <p>Active member of the Norfolk Waste Partnership (NWP)</p> <p>Levelling up funding and possible constraints due to current economic climate</p>				
2	Reduced spending in Great Yarmouth	ELT	<p>Reduction in spending / budget decisions/failure of partner organisations</p> <p>Consultation around spending reduction</p> <p>Housing related support cuts</p>	<p>Unfunded activity / funding opportunities</p> <p>Increased demand placed on borough council services</p> <p>Services have to be reduced / withdrawn</p> <p>Inability to deliver strategic objectives</p> <p>Unmet demand for services within the borough</p>	<p>Working with partners to redesign and streamline service delivery / share resources</p> <p>Working together to build capacity of communities and early intervention</p> <p>Understanding and responding to proposals</p> <p>Understanding funding requirements and protecting spend</p> <p>Identifying and applying for funding opportunitites</p>	3	5	15	High
3	Incident Management - Flood Risk	Head of Environmental Services and Sustainability, Head of Property & Asset Management, Major Projects & Development Director & ELT	<p>Potential of flooding and tidal surge event in the short term and long term</p> <p>More frequent flooding and tidal surges due to climate change</p> <p>Failure of flood barriers</p> <p>Surface water flooding</p>	<p>Disruption of commercial activity</p> <p>Health and safety issues</p> <p>Inability to deliver services</p> <p>Additional demands on resources to undertake post event inspections and repairs to coastal assets</p> <p>Potential of additional support from the Council adding to the demands of the team</p>	<p>Emergency Response Plan / Recovery Plan</p> <p>Emergency Response Plan . Numbers of rest centre managers have declined and proving difficult to recruit replacements. Will impact capability to support rest centres if multiple sites are opened. Currently relying on Community Marshalls to back fill rest centre management - but their contracts complete in March 23. Proposal being prepared on how best to recruit rest centre managers.</p> <p>Norfolk Strategic Flood Alliance established - emerging strategy under consideration. Action Plan in place.</p> <p>Monitor weather regularly / EA flood warning system. Communities at risk of flood given risk warnings and updates ahead of flood issues occurring</p> <p>Liaising and working with partners and other organisations / agencies</p> <p>Surface Water Management Plan - work underway with County to refresh</p>	4	3	12	High
4a	Flood and Coastal Management	Head of Environmental Services and Sustainability, Head of Property & Asset Management, Major Projects & Development Director & Director of Planning & Growth	<p>Failure of flood and coastal defences</p> <p>Major flooding and Tidal Surge event</p> <p>Sea Level Rise / Climate Change</p> <p>Deteriation of assets and changes in beach processes</p>	<p>Impact on economy and increased business development for the Borough</p> <p>Reducing economic potential for the area</p> <p>Impact on infrastructure across the borough</p> <p>Health and Safety</p> <p>Risk to life or loss of public or private property, infrastructure and assets</p>	<p>Working with businesses to improve awareness.</p> <p>Long term plan to review, repair and renew flood defences</p> <p>Facilitation of community groups to work with coastal areas in relation to adaptations</p> <p>Mott Macdonald Economic Business case is well established and agreed for river / flood defences</p> <p>Local Plan Part 2 - addresses relocation schemes & future development. emerging policy re: new development and flood risk adopted in December 2021</p>	3	5	15	High

			Extending the length of river frontage for which the Council have responsibility – current proposal of de-manning by the Environment Agency	Lack of resources to fund maintenance on watercourses transferred from EA control	Long term plan to review, repair and renew flood defences – engaging with Coastal Partnership East and the Environment Agency. EA and Suffolk and Norfolk Resilience Forum				
			Limited availability for resources and finance for maintenance and repairs	Loss of environmental asset	EA funding - covers tidal and coastal				
			Increased costs in construction and recruitment	Resources and financial implications to council for clear up	Emerging Environmental Net Zero Strategy				
				Reputational risk dependent in event drivers and also Council's reaction and actions to the event	Managing reputation and media and comms across council				
				Resilience of teams significantly reduced due to response work	Monitoring weather / surge reports and engagement with partners / agencies. Emergency response plans				
				Changes expectations of community and members	Defra funding				
4b	Coastal Erosion	Head of Property Services	Erosion of cliffs and dunes	Impact on economy and increased business development for the Borough	There is currently very limited national assistance to facilitate adaptation and no duty for local authorities to fulfil this roll. However, Government Policy and the EA strategy now identify the need to adapt and transition	4	5	20	Very High
			Sea Level Rise / Climate Change	Reducing economic potential for the area	Working with businesses to improve awareness				
			Deteriation of assets and changes in beach processes	Impact on infrastructure across the borough. Number of properties at immediate risk with further properties being lost in the short medium and long term	Analysis of monitoring data to assist with identification of change and locations at risk with reporting of data with homeowners on current situation and ongoing liaison with property owners at imminent risk				↔
			Limited availability for resources and finance for maintenance and repairs	Health and Safety. Possible health implications	Facilitation of community groups to work with coastal areas in relation to adaptations				
			Increased costs in construction and recruitment	Unsafe coastline resulting in danger of life and Loss of property, infrastructure and assets.	Short term options for coastal erosion				
				People displaced and having to seek alternative accommodation, impacting on housing services	Emerging Environmental Net Zero Strategy				
			Members of the public are injured whilst on or near coastal asset or land	Impact on visitors/tourism in area, with coastal paths/beach closed for safety purposes and unattractive coastline.	Managing reputation and media and comms across council				
				Loss of environmental asset	Emergency planning framework in place to deal with major incidents				
				Resources and financial implications to council for clear up	Ongoing discussion with national government for assistance with adaptation and regular updating of erosion mapping.				
				Reputational damage	Development of approaches and investigation of funding approaches to enable resourcing for adaptation.				
				Changes expectations of community and members					
5a	Local/National Economy	CEO	Downturn in national / local economy	Increased workload for Council staff (Benefits/ Economic development/ homelessness) Increase in bad debts	Strong local economy (town deal and future high street successful funding)	4	4	16	High
			Issue of Welfare Reform National Policy - changes to benefit - universal credit rolled out	Major projects put on hold	Corporate planning Monitoring basket of key indicators				↔
			Supply chain shortages due to conflict	Downturn in housing market	Communications Strategy				
			Increased cost of living, fuel shortages, construction costs, materials, plant and resource availability and inflation	Inability to meet requirements of capital programme	Great Yarmouth Economic Growth Strategy review - periodical to Eco Dev committee				
				Uncertainty lead to a downturn in economy	Economic Recovery Plan - Action plan in place				
					Monitoring current inflationary pressures				
5b	Impact of inflation rise	Management Team & Head of Environmental Services and Sustainability	Increased demand for services	Increased costs, increased demand for services, scarcity of labour, scarcity of goods and supplies or other operational impacts which impair the Councils ability to deliver services for people within the borough	Administration of the Government support and funding schemes including the household support fund	5	4	20	Very High

			<p>Financial hardship cases due to energy cap and rising in energy and food costs / loss of household income</p> <p>More completed trade deal</p> <p>Increased food costs</p> <p>Increased costs for goods and services and disruption of trade</p> <p>Current conflict in Ukraine</p>	<p>Localised freight disruption and increased usage of Peel Ports</p> <p>Information sharing and data sharing</p> <p>Community unrest</p> <p>Increased Joblessness and homelessness</p> <p>Ability to recruit and retain key staff</p>	<p>Working in collaboration New Anglia LEP</p> <p>Working closely with the local resilience forum.</p> <p>Ukraine community support funding</p>					→
6	Compliance with UK General Data Protection Regulations (UK GDPR)	<p>Management Team</p> <p>Head of Legal & Governance</p> <p>Finance Director</p> <p>Management Team</p> <p>Management Team</p>	<p>Data breaches of personal information</p> <p>Staff not completing their Data Protection training</p> <p>Some computer systems are not compliant with the new regulations regarding data deletion</p> <p>Records outside of their retention are retained at various offsite locations</p> <p>Capacity to undertake data cleansing and deletion.</p>	<p>All staff must comply with the new regulations from 25th May 2018. Data Protection Policy, Data Protection Impact Assessment Policy & Record Management Policy must be reviewed annually and updated where necessary. All requests for information must contain a Privacy Notice or a link to a Privacy Notice on our website</p> <p>Fines and costs</p> <p>Reputational damage / bad publicity resulting from Data Breaches</p> <p>Insurance claims</p>	<p>Publication Data Protection Policy and creation of Records Management Policy, Data Impact Assessment Policy and Breach Notification Procedure</p> <p>GDPR training provided to all staff and members and repeated annually. GDPR training also forms part of new starter induction. HR required to be informed of any recruitment to add to eLearning system and all temporary staff and consultants required to complete training</p> <p>Procurement process has begun to replace or upgrade the non compliant computer systems. As part of this data records will be reviewed and those outside of their retention securely deleted</p> <p>A methodical review of offsite records has commenced, this is being carried out in a controlled manner with the support and oversight of the Data Protection Officer. Work in this area had paused previously due to other priorities. Work to progress in April / May 2023</p> <p>Further work to be undertaken to ensure cookies fully complaint with GDPR regulations</p> <p>Agile working policy covers / considers working from home and data protection.</p>	3	3	9	Medium	↔
7a	Information Security	Management Team, IMT Manager & Head of Legal & Governance	<p>Good management, protection of information</p> <p>Number of cases of lost information by public and private bodies</p> <p>Need to attain criteria set by government to retain information flow with DWP (Department Works Pensions)</p>	<p>DWP refuse to correspond with GYBC electronically Loss of capability to handle Housing Benefits and other issues</p> <p>Information lost/mislaid therefore loss of reputation and potential legal claim</p>	<p>Security Policy and Digital Strategy. Information Security manager in post</p> <p>PSN Compliant / Accepted by DWP computer security (PSN) – Annual renewal</p> <p>Realisation that information includes paper, people and computer</p> <p>Monthly Governance Board meetings - new data sharing policy with NHS - via James Wedon - system that will share NHS and GP data - integrated care system ICS replace CCG from 1 July bring together health and social care NHS England and government sharing data via pandemic introduce as new normal</p>	3	3	9	Medium	↔
7b	Cyber Security	Management Team, IMT Manager & Head of Legal & Governance	<p>Cyber threats upon the Council's systems - data / systems hacked</p> <p>Increase cyber attach treat due to current conflict in Ukraine</p> <p>Services not recovered within reasonable timescale due to inadequate business continuity plans or loss of resilient capacity</p>	<p>Data could be shared for criminal use etc. Breaches of GDPR and non-compliance with policies and procedures</p> <p>Loss of IT Systems and Loss of Information</p> <p>Unable to deliver basic business services. Inability to recover to agreed service levels within agreed timescales</p> <p>Financial implications</p>	<p>IT security procedures and IT security policy</p> <p>LGA Grant for Cyber Security and Cyber training</p> <p>Information Technology Investment Group / Risk is a standing item on the agenda</p> <p>Annual Cyber Security Health check undertaken by NCC</p>	5	4	20	Very High	↔

8	Data quality	Management Team, IMT Manager & Head of Legal & Governance	Records not maintained accurately or securely	Inaccurate data used for decision making	IT security procedures and IT Security Policy Data Management & Data quality action plan and Data Cleansing	339	Medium	↔
9	Event Management - for large scale events held in the borough by a third party on Council Land	Head Marketing & Communications Head of Environmental Services	Failure of event / duty of care	Cancellation / suspension of event Major incident Reputational damage / bad publicity	ESAG Group (Police, Highways, Ambulance Service, Fire Service, Coastguard and key GYBC staff), ESAG website and ESAG email address - ensure that we work together effectively through the ESAG structure to support the planning of large scale events and ensure we respond effectively if anything goes wrong Event Management Plan, Event Guidance and Guide to Councillors Member & Officer Groups Involvement / consultation of key officers Engagement of stakeholders Online Event Notification form and centralised mailbox	236	Medium	↔
10a	Business Continuity	Management Team	Loss of facilities (flooding, fire etc) Loss of IT systems Loss of reputation Loss of staff time and system functionality Loss of staff (fuel strike, industrial action etc) Loss of temporary accommodation provider Ukraine war Energy outages / Fuel Strike	Service delivery impaired Inability to pay creditors/benefits Relocation of services Range of providers	Capability exists for staff to work from home and support key services Business Impact Assessments / 3rd Party Service Agreement The Loop - web-based programme and external provider Insurance Information Technology Investment Group Additional resource from NCC and monthly meetings with NCC to discuss SLA Business Continuity plans updated to included Agile Working The UK have a range of reliable sources for oil imports. The UK is a significant producer of both crude oil and petroleum products, and holds oil stocks in the unlikely event of a major oil supply disruption. The Government has contingency plans in place to mitigate residual risks.	248	Medium	↔
10b	Business Continuity - National Power Outages	Management Team	Severe weather disrupting power transmission	7 days to recover -disruption to communications, vulnerable residents, community care, loss of key services and impact on NHS	The government is running a programme of exercises at LRFs and a national exercise in March 2023 The NRF will run a local workstream to understand how to address the key risks (communication, vulnerable residents, community care, how to manage a response without communications, loss of key services, NHS) in advance of March 23. Business Continuity template reviewed to include section on power loss Working group with key stakeholder NRF resilience group created comms process	2510	High	
10c	Business Continuity - Rolling Power Outages	Management Team	Rolling Power outages due to cold winter and disrupted supply	Disruption to community care, communications, emergency response and key services	Multi agency response to support the community Business Continuity template reviewed to include section on power loss	2510	High	
11	Management of Major Projects	ELT	Failure to deliver project or project overspend / over running Resourcing and capacity - failure to deliver project and obtain funding The impact of increases to inflation, current issues with the supply chain and material prices e.g. steel, could have an impact on the delivery of key projects and contingency budget	Cancellation / suspension of project Reputational damage / bad publicity Financial impact on Council to ensure delivery of programmes and projects including affordability in medium/long term.	Involvement / consultation of key officers Head of Capital Projects Project now in post. Project Team- recruitment drive to increase capacity within team. All PMO staff Prince 2 trained Business Case and Risk Register / risk logs completed, monitored and updated. Review of contingency budgets and plans	339	Medium	←

			<p>Reduced opportunities to effectively manage and achieve financial requirements of assets.</p> <p>Funding withdrawn due to programme delays</p> <p>Project governance not in place</p> <p>Failure to comply with funding agreement / conditions</p>	<p>Failure to met regeneration</p> <p>Failure to met government and other external funders guidelines for spending / reduced or cancellation of funding</p>	<p>Suite of documents created for setting up &, delivering and monitoring projects. Agreed governance structure for management of project</p> <p>Guidance on how to access assistance from Project Team and relevant service areas consulted at the outset</p> <p>Dedicated officer to manage the risk / issue and governance of all projects going forward, which can be followed / implemented by other team members.</p> <p>Understanding funding requirements and protecting spend</p> <p>Strong local economy</p>				
12a	Workforce Capacity	Management Team	<p>Departure of key individual</p> <p>Insufficient staff to undertake work</p> <p>Difficulty of recruitment / failure to recruit staff of suitable expertise and calibre</p> <p>Skills shortage / gaps in knowledge</p> <p>Staff workload levels increased due to impact of responding to Covid pandemic and maintaining business as usual.</p> <p>Lack of resource to deliver Health & Safety</p> <p>Failure to comply with Health & Safety legislation and corporate approach not consistently applied</p>	<p>Skills lost</p> <p>Negative impact on capacity of other staff</p> <p>Lack of delivery of service objectives</p> <p>Buying in of consultancy/temporary staff</p> <p>Fines and costs</p> <p>Increased demand for services and scarcity of labour / Delays in delivery of services</p> <p>Increased sickness absence</p> <p>Reduced productivity</p>	<p>Recruitment drive to fully staff and up resource new programmes of work</p> <p>BC Plan for single points of failure</p> <p>Workforce Planning - Organisational Development Plan, personal reviews and succession planning</p> <p>Business Strategy</p> <p>Agile working Policy. Emerging Health and Wellbeing Flexible Working Policy</p> <p>Monitoring of workload of staff at service, team and individual level. Additional short term staff resource (where possible) / Prioritisation of tasks / Risk Based approach</p> <p>Partnership arrangements for health and safety to be reviewed. Creation of Health & Safety Co-Ordinators. Partnership arrangements for Resilience Officer to improve resilience in these key areas</p> <p>Employee Support Scheme and other wellbeing support</p> <p>Maximisation of external funding to support service delivery</p>	4	4	16	High
12b	Capacity and Resilience of the Control Centre	Housing Director	<p>Loss of staff due to sickness and resignation to deliver Control Centre Service and Out of Hours Service</p>	<p>Insufficient staff to deliver the service safely.</p> <p>Shifts left uncovered</p> <p>Emergency alarm calls go unanswered, risk to health and life of residents reliant on the service.</p> <p>Out of hours call not answered, emergency repairs not being delivered, statutory emergency response to emergencies such as homelessness, unsafe building, environmental issues not being provided.</p> <p>Shifts covered by staff who are not fully trained, leading to mistakes and risk to health and life of residents reliant on the service and out of hours services not being provided correctly.</p> <p>Reputational damage to the council including impact on collaborative working relationships with partners and stakeholders.</p> <p>Increased sickness absence</p>	<p>Cover from within existing team, however not sustainable owing to high staff absence.</p> <p>Recruitment to fully staff. Training will be required to be provided to those recruited</p> <p>Temporary short-term cover from wider housing team with previous knowledge of the service.</p> <p>As and When Register Review and investigate recruitment agencies (not an immediate solution)</p> <p>Report to ELT 22/06/2022 detailing short-to medium term solution to bolster resilience using an external provider to provide cover.</p> <p>Sickness absence management</p>	3	4	12	High
13	Changes in Government policies	CEO	<p>Insufficient focus of organisation on “bigger” picture</p>	<p>Loss of funding / funding opportunities</p> <p>Insufficient preparation for policy changes/ new responsibilities</p>	<p>Business Strategy</p> <p>Resource and waste strategy is currently out to consultation- Consultation are responded to and go through decision process</p>	3	3	9	Medium

14	Delivery of long term strategic objectives	ELT	<p>Council focuses on the issues of the day rather than a vision for the future</p> <p>Lack of political direction for strategic objectives</p> <p>Financial resources unavailable for to deliver the aims and ambitions identified</p>	<p>Non delivery of strategic objectives</p> <p>Negative impact on residents of the Borough</p> <p>Loss of reputation</p> <p>Implications on future funding / grants</p> <p>Timescale of projects not met due to unavailability of resources</p> <p>Impact of unexpected increased of project costs (e.g. resources, increasing costs)</p> <p>Pressure on finances</p>	<p>Medium Term Financial Strategy</p> <p>Service Planning</p> <p>Corporate plan & Annual Action Plan</p> <p>Great Yarmouth Economic Growth Strategy</p> <p>Local Plan Core Strategy adopted and Local Plan Part 2 adoption November 2021 (to 2030)</p> <p>Investment (Town Deal / Future High street Fund Etc)</p> <p>Business Strategy</p> <p>Levelling Up Agenda</p>	<div>248</div> <div>Medium</div> <div>↔</div>
15	Lack of community cohesion / community tensions	Strategic Director – P Boyce	<p>Social changes / immigration / increase in unemployment</p> <p>Financial hardship cases due to energy cap and rising in energy and food costs</p> <p>Clinically Extremely Vulnerable (CEV) residents and Potentially Vulnerable People (PVP) requiring additional support</p>	<p>Increased reliance on benefits</p> <p>Increase neighbourly tensions/disputes owing to Lockdown measures</p> <p>Dispersal area for asylum seekers</p> <p>Increased joblessness</p> <p>Increased homelessness</p> <p>Pressure on health, social care & welfare services</p> <p>Issues with equality of access to services</p> <p>Increased crime rates and an increase in hate crime</p>	<p>Reviews of and better alignment of front-line services to ensure residents get the help and support they need through Multi-agency working across Public Health, Norfolk CC, Police, CCG/Integrated Case System (ICS), the two Primary Care Networks (PCNs) in the borough and the JPUH.</p> <p>Development of Information, Advice and Advocacy (IAA) services directly commissioned under Great Yarmouth's Community Champions' Programme and also those services by Norfolk CC's Adult Social Care's review of commissioned IAA and SIL (Social Isolation and Loneliness) contracts with VCSE organisations in the borough.</p> <p>Close working with the CCG/ICS in its Health Equalities Project (HEP).</p> <p>Two Community Hub multi-agency operating models are in place: one covering the Great Yarmouth & Northern Villages PCN area (located in GFH) and one for the Gorleston and Southern Parishes PCN area (located at Shrublands).</p> <p>Community Managers supporting the two Community Hubs whereby residents and statutory/VCSE partner agencies collaborate to find solutions, support community capacity-building and thereby diffuse tensions and support social cohesion.</p> <p>Targeted work with the police and other partners to address new and emerging issues relating to housing enforcement, domestic abuse, community tensions and ASB</p> <p>Household Support Fund</p> <p>Community Marshal Team - to support GYBC and other Partners within the locality board with out reach work for health and equalities</p> <p>Community Champion Programme - multi cultural and faith network - monthly meeting talking shop to understand issue in the community</p>	<div>248</div> <div>Medium</div> <div>↔</div>
16	Infrastructure not being able to meet demand	Director of Planning & Growth & CEO	<p>New development (commercial and housing)</p>	<p>Increased traffic congestion</p> <p>Lack of services (education/health/social)</p> <p>Stalling of further investment</p> <p>Compliance with Natural England requirements that development in some catchments cannot proceed if it increases levels of nutrients. Development can only proceed if 'nutrient neutral'.</p>	<p>Local Plan / Infrastructure Plan</p> <p>Ongoing engagement with partner organisations for funding e.g. New Anglia LEP, Highways England, Clinical Commissioning Group, Anglian Water, Environment Agency, Norfolk CC etc</p> <p>Local Plan Core Strategy adopted and Local plan Part 2 adopted</p> <p>GY Transport & Infrastructure Steering Group established and meet regularly</p> <p>Part of Norfolk Growth Group to discuss infrastructure issues across county & strategic planning framework</p>	<div>339</div> <div>Medium</div> <div>↔</div>
17	BT upgrade network from analogue to digital by 31st December 2025	Strategic Director - K Blakemore & Housing Director	Community Alarms		Capital bid to purchase additional units over 2-year period to replace all wired analogue alarms.	<div>3515</div> <div>High</div>

	<p>Caister exchange due to be upgraded 2nd August 2022</p> <p>https://www.openreach.com/upgrading-the-UK-to-digital-phone-lines</p>	Head of Property and Assets	<p>600 wired analogue alarms deployed in the borough of which 70 are in Caister. Unclear whether analogue alarms plugged into a hub will work plus hubs do not have battery back-up.</p> <p>Demand for digital alarms outstripping current supply for some providers. Plus, issues with suppliers obtaining some components required to manufacture the alarms make obtaining alarms difficult.</p> <p>Sheltered Housing</p> <p>33 sheltered sites totalling 945 properties that rely on analogue phone lines for the hard-wired warden call system.</p> <p>Two sheltered sites in Caister totalling 70 properties. The central dialler (Rack) on each of the 33 sites will need upgrading including installing battery back-up to ensure the service can be maintained.</p> <p>GYBC Housing Stock and Council Buildings</p> <p>Emergency phonelines in lifts rely on an analogue phone line</p>	<p>Risk of emergency alarm call failing when the client presses the alarm in an emergency to request help. Assistive technology connected the alarm would also not work.</p> <p>Risk to client’s health and wellbeing.</p> <p>Reputational risk, leading to a decline in cut in the service will impact revenue as number of clients could decline.</p> <p>Sheltered housing tenants may not be able to use their alarm to call for assistance in an emergency. Assistive technology connected the alarm would also not work.</p> <p>Risk to tenants’ health and wellbeing</p> <p>If power goes out there is a risk that any one trapped in a lift may be unable to use the dedicated alarm call to raise a call to allow them to be rescued and communicate with the Control Centre pending their rescue</p>	<p>Waive standing orders to procure direct from a framework. Both Chiptech Go and Legrand are on the ESPO framework.</p> <p>The council deploys only digital GSM alarms now, which work off the mobile network and have built in battery back-up of 36 hours.</p> <p>Write to community alarm customers in the Caister area advising of the planned BT upgrade and support that the service can provide.</p> <p>Prioritising Caister to replace wired analogue alarms with GSM digital alarms as more become available. Temporary staff resource to support with distribution of the new digital GSM alarms</p> <p>Access to the BT Stop Sell list which lists the areas that are digital and where BT will Stop providing analogue lines and instead Sell fibre. Capital bid to upgrade sheltered housing racks.</p> <p>Trialling digital alarms from an alternative provider, with a view to placing an order. This provider has more stock availability than the current provider</p>	<div>↔</div>				
18a	Sufficient resources and resilience to ensure effective procurement.	Finance Director & Monitoring Officer	<p>Corporate procurement approach not consistently adopted</p> <p>Services delivered on behalf of the Council not provided as expected by large/significant contracts / partnerships</p>	<p>Benefits of procurement strategy not realised</p> <p>Efficiency savings not made or contract fail</p> <p>Procured service not value for money / poor</p> <p>Adverse impact on service delivery and consequential publicity and reputational damage</p> <p>Statutory requirements not met</p>	<p>Corporate Policy Statement adopted</p> <p>Engagement of Procurement Specialist and Procurement Working Group</p> <p>Adherence to new Contract Standing Orders</p> <p>Procurement Strategy to be updated to ensure compliance</p> <p>Staff training</p> <p>Publication of transparency requirements for procurement of contracts and internal publication</p> <p>Review of contract management and procedures</p>	3	4	12	High	<div>↔</div>
18b	Sufficient resources and resilience to ensure effective contract management	Management team	<p>Failure to managed contract performance and corporate approach not consistently adopted</p> <p>Contracts not managed / used to full potential and financial benefits not received by the Council</p> <p>Contracts not able to be terminated / reviewed before contract end date</p>	<p>Breach of EU legislation</p> <p>Increase budgets</p> <p>Contract disputes / Partners not engaged and bad relations</p> <p>Fines and costs</p> <p>Reputational damage if not managed effectively</p>	<p>Staff training to dedicate contract management roles and guidance on Intranet</p> <p>Consistent management and publication of Contract Register</p> <p>Contract Management Strategy and standing orders</p> <p>Performance monitoring and reporting to ensure good service quality and better value for money Appropriate governance principals and risk management in place - Risk Register</p>	4	3	12	High	<div>↔</div>

			Contractor / business failure unable to deliver contract	Services not delivered efficiently	Dedicated contract management roles within services to improve accountability & capacity for managing major contracts Role of contract manager defined Ensure compliance with legislation / regulations and Councils processes and procedures					
19	Change Management	Head of Organisational Development	Key changes managed ineffectively	Service delivery is affected during implementation Staff resource needed to undertake review Council fails to capitalise on opportunity Targets not achieved Funding is missed Resources wasted Significant increase in construction costs, materials, plant and resource availability and hyper inflation Loss of key staff & staff morale	Business Strategy and Change Management Policy Application of a formal programme management framework Monitoring of project plan Ongoing assessment of the project risks Organisation Development Plan Departmental Managers Meetings Equalities and Diversity Inclusion Strategy and delivery Plan Staff Engagement Group and programme	3	2	6	Medium	↔
20	Tree, open and play spaces management	Director of Operational Services, Head of Environmental Services and Sustainability & Head of Property & Asset Management	Failure to managed tree inspection and land management	Insurance claims and increased insurance premiums Clarity on ownership of land across the Borough	A review of current inspection policy to ensure compliance with best practice To include all amenity land within the Concerto Asset Database to provide a comprehensive database of ownership. Tree Strategy currently being reviewed - trees are being inspected but policy needs to be reviewed Trees for city funding	4	3	12	High	↔
21	Loss of Reputation	ELT / Head of Marketing & Communications	Lack of transparency in decision-making process Factually incorrect or negative media reporting Inability to attract investment	Lack of trust from residents Loss of confidence from investors and key partners - project delivery Lack of sense of pride in the Place - don’t managing flooding or finances	Clear & accurate committee reports with recorded decisions available in the public domain Maintenance of a timely and effective relationship with representatives of the media/press. Clear communications plans in place to promote the council's Corporate Priorities & also for projects. Transparent stakeholder engagement incl. planning and evidence-gathering. Risk associated with joint ventures and other council funded partners. Understanding funding requirements and monitoring spend and delivery	3	3	9	Medium	↔
22	IT systems capability and interaction	Management Team IMT Manager	Some system will no longer be supported / maintained by the IT provider. Therefore has become unfit for purpose and causing service interruptions and issues	System costs are disproportionally costly based on functionality of system Upgrades costly Week in arrears - loss of possession cases due to the way information is held Service interruptions and issues - resource implications No document management - required to use two systems - increased risk of error Increase functionality Systems don’t talk together Reduced productivity, increased timescales for completing tasks.	Aware of limitations of systems Procurement of new systems Internal processes to manage Using as effectively as can and aware of weaknesses Sub marketing testing Road map / action plan of systems to be addressed and detailed business cases presented for approval to the IT Investment Group Digital transformation and strategy Flexibility within home/office arrangements to minimise impact on productivity	4	4	16	High	↔

23	Emergence of new strain of Covid	ELT	Impact on service delivery and residents Impact on acute and primary health service	Disruption to service delivery including potential of staff absence and increased workloads	Agile working, ability to respond and reprioritise Booster programmes Collaborative working with key stakeholders	224	Very Low ←
24	Gaps in Insurance cover - insurers reducing cover in place with the result that Council assets may not be adequately covered	Finance Director	Reduced level or removal of cover provided by insurers Inadequate or no insurance cover could have significant financial implications, dependent on the value of the asset and the extent of the damage / loss. Impact on increased financial risk to the Council due to the removal or reduced level of cover	Increased self insurance and insurance reserve Increased project costs	Updated MTFS to earmark funds for self insurance including re-allocations to the insurance reserve. Annual review of insurance cover Consultation with insurers for all major projects / development and business activities	236	Medium ↔
25	Creation of Local Authority Subsidiary Company for Operational Services - Great Yarmouth Services Limited	Strategic Director – K Blakemore & Director of Operational Services	Failure to comply with legislation Failure to communicate and consult with key stakeholders Failure to deliver service	Fines and costs Adverse impact on service delivery with consequential publicity and reputational damage. Significant financial implications and statutory requirements not met. Increased budgets Reputational damage f not managed effectively	Project Manager and HR Manager Appointed Various working groups created and meet on periodic basis / as and when required Quarterly meetings with trade unisons Reporting to Committee and ELT Workstreams for branding - IT and Legal Consideration for resourcing required by GYBC to deliver contract Engagement of services for specialist advice	248	Medium ↔
26	Failure to reduce the Carbon footprint of the Council as an organisation and Housing Stock Failure to embrace sustainability and mitigate the impact of climate change	Strategic Director - P Boyce & Head of Environmental Services and Sustainability	Unable to effectively meet commitments identified with Carbon Reduction Plan including key milestones resulting in the Council not meeting its own carbon emissions target as being Net Zero by 2035. Not effectively encouraging communities, businesses and individuals to mitigate their own contribution to and adapt to climate change Not able to meet the council's commitment to reduce its carbon footprint and be at Net Zero by 2035. Unable to out in place internal initiatives & support external partners, local groups & community-led projects to positively impact on the Climate, Biodiversity and Waste Challenges set-out in the Great Yarmouth Sustainability Strategy	Negative impact on the Council's reputation Long term impact on the environment, economy, communities, biodiversity, health & wellbeing. Communities not supported effectively or encouraged to reduce carbon emissions Future benefits and opportunities to embed carbon reduction in supply chains not fully achieved. Negative impact on staff and member morale	Partnership working with other authorities and organisations via the Norfolk Climate Change Partnership (NCCP). Embed carbon reduction/Net Zero in all council policies, plans and procurements/supply chain Ensure adequate staff resources to co-ordinate and lead on direction if travel corporately. Increased flexibility of working procedures and review of policies including home working and remote meetings. Collaboration with staff and key stakeholders including working with New Anglia LEP and Norfolk CC. Increased understanding and working with communities and businesses via the facilitation of a Great Yarmouth Sustainability Forum. Strategic plans in development setting out actions and what is to be delivered	3412	High ↔

				Negative impact on confidence of partners	Increased understanding and working with communities and businesses via the facilitation of a Great Yarmouth Sustainability Forum.	
CONFIDENTIAL RISKS						
27	Confidential Risk					3412High↔
28	Confidential Risk					248Medium

AUDIT AND RISK COMMITTEE – WORK PROGRAMME 2022/23

23 January 2023 (Deferred from 5 December 2022)	6 March 2023	TBC
Internal Audit		
Progress Report on Internal Audit Activity 2022/23	Progress Report on Internal Audit Activity 2022/23	Progress Report on Internal Audit Activity 2022/23
Report on the Status of Audit Recommendations	Report on the Status of Audit Recommendations	Report on the Status of Audit Recommendations
	Strategic and Annual Internal Audit Plan 2023/24	
External Audit		
		Audit Plan Year Ending 31 March 2022
Finance		
	Statement of Accounts - Update	
Risk Management		
Corporate Risk Register		Corporate Risk Register
		Annual Report on Risk Management Arrangements 2022/23
Governance		
		Code of Corporate Governance
Annual Governance Statement Action Plan Update		Draft Annual Governance Statement 2022/23