Subject: **Corporate Risk Register**

Report to: **Management Team – 06 July 2022**

                  Audit and Risk Committee – 25 July 2022

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.

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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 December 2021.

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 Executive Leadership Team in June 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 December 2021 there has been:

Five risks have been added to the register:

     12B.   Capacity and Resilience of the Control Centre
     17.   BT upgrade network from analogue to digital & Caister exchange upgrade
     25.   Creation of Local Authority Subsidiary Company for Operational Services
     26.   Failure to reduce the Carbon footprint of the Council as an organisation / Failure to embrace sustainability and mitigate the impact of climate change
     28.   Confidential Risk

Three risks have been removed from the register as they are no longer perceived to be a significant risk to the Council.

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

23.　　COVID 19 - Impact of response and recovery actions on the residents and businesses of the Borough

The risk rating for three risks have increased:
5b.　　Impact of inflation rise
7b.　　Cyber Security
11.　　Management of Major Projects

RISK MATRIX

Likelihood	1	2	3	4	5
5				7b – Cyber Security	12B – Capacity and Resilience of the Control Centre
4			3 – Incident Management - Flood Risk 11 – Management of Major Projects 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 23 - Covid – Recovery Phase and Resilience for residents and businesses of the Borough	6 – Compliance with General Data Protection Regulations (UK GDPR) 7A - Information Security 8 - Data quality 13 – Changes in government policies 16 - Infrastructure not being able to meet demand 21 – Loss of Reputation	5b – Impact of Inflation rise 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	2 – Reduced spending in Great Yarmouth 4A– Flood and coastal management 17 – BT upgrade network & Caister exchange upgrade
2			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	10 - 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	
1					

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

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

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 July 2022 / CRG June 2022	A & R 6 December 2021
Review Date:		25-Jul-22
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

LIKELIHOOD OF RISK		1 Negligible	2 Minor	3 Moderate	4 Significant	5 Severe
5	Very Likely	Medium 5	High 10	High 15	Very High 20	Very High 25
4	Likely	Very Low 4	Medium 8	High 12	High 16	Very High 20
3	Fairly Likely	Very Low 3	Medium 6	Medium 9	High 12	High 15
2	Unlikely	Very Low 2	Very Low 4	Medium 6	Medium 8	High 10
1	Very Unlikely	Very Low 1	Very Low 2	Very Low 3	Very Low 4	Medium 5

DIRECTION OF TRAVEL

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

							Current Rating			
Risk ID No	Risk	Risk Owner	Description of Risk	Impacts	Action Plan		Likelihood	Impact	Risk Rating	Direction of Travel
1	Financial sustainability	ELT	Unknowns about the future funding for Local Government including the operation 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
			Significant reduction in Central Government funding	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, exacerbated by the impact of the pandemic	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					
			Reduced income from Joint Ventures	Resources diverted from services	Member workshops and engagement as part of the budget and MTFS preparations					
				Annual savings and new income streams not achievable	Monitoring and scrutiny of all JV operations and Subsidiary Companies					

				Changes to existing income streams	Continue to pro-actively respond to central government funding consultations					
			Reduced income from recycling credits	Recyclable tonnage income / fail to get good rates for product Lack of market for recyclates	Active member of the Norfolk Waste Partnership (NWP)					
				Removal or changes to recycling credits	Levelling up funding and possible constraints due to current economic climate					
				Increased funding to support NEWS and MRF						
				Inability to deliver strategic objective						
2	Reduced spending in Great Yarmouth	ELT	Reduction in spending / budget decisions of partner organisations	Unfunded activity / funding opportunities	Working with partners to redesign and streamline service delivery / share resources	3	5	15	High	
				Resources diverted from services	Working together to build capacity of communities					↔
			Consultation around spending reduction	Services have to be reduced / withdrawn	Understanding and responding to proposals					
			Housing related support cuts Devolution	Inability to deliver strategic objectives	Understanding funding requirements and protecting spend					
				Increased demand placed on borough council services						
				Unmet demand						
3	Incident Management - Flood Risk	Head of Environmental Services and Sustainability, Head of Property & Asset Management, Major Projects & Development Director & ELT	Potential of flooding and tidal surge event in the short term and long term	Disruption of commercial activity	Emergency Response Plan / Recovery Plan	4	3	12	High	
			More frequent flooding and tidal surges due to climate change	Health and safety issues	Business Continuity Plan - Rest Centre plans to be Covid complaint. Possible impact on rest centre management					↔
			Failure of flood barriers	Inability to deliver services	Norfolk Strategic Flood Alliance established - emerging strategy under consideration. Action Plan in place.					
				Additional demands on resources to undertake post event inspections and repairs to coastal assets	Monitor weather regularly / EA flood warning system					
				Potential of additional support from the Council adding to the demands of the team	Liaising and working with partners and other organisations / agencies					
			Surface water flooding		Surface Water Management Plan - work underway with County to refresh					
4A	Flood and coastal Management	Head of Environmental Services and Sustainability, Head of Property & Asset Management, Major Projects & Development Director & Director of Planning & Growth	Failure of flood and coastal defences	Impact on economy and increased business development for the Borough	Working with businesses to improve awareness	3	5	15	High	
			Major flooding and Tidal Surge event	Reducing economic potential for the area	Long term plan to review, repair and renew flood defences					↔
			Sea Level Rise / Climate Change	Impact on infrastructure across the borough	Facilitation of community groups to work with coastal areas in relation to adaptations					
			Deteriation of assets and changes in beach processes	Health and Safety	Mott Macdonald Economic Business case is well established and agreed for river / flood defences					
				Risk to life or loss of public or private property, infrastructure and assets	Local Plan Part 2 - addresses relocation schemes & future development. emerging policy re: new development and flood risk adopted in December 2021					
			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					
				Loss of environmental asset	EA funding - covers tidal and coastal					
			Limited availability for resources and finance for maintenance and repairs	Resources and financial implications to council for clear up	Emerging Environmental Net Zero Strategy					

			Increased costs in construction and recruitment	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				
				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	Working with businesses to improve awareness	4	5	20	Very High
			Sea Level Rise / Climate Change	Reducing economic potential for the area	Facilitation of community groups to work with coastal areas in relation to adaptations				
			Deteriation of assets and changes in beach processes	Impact on infrastructure across the borough	Short term options for coastal erosion				
			Limited availability for resources and finance for maintenance and repairs	Health and Safety	Emerging Environmental Net Zero Strategy				
			Increased costs in construction and recruitment	Risk of Life and Loss of property, infrastructure and assets	Managing reputation and media and comms across council				
				Loss of environmental asset					
				Resources and financial implications to council for clear up					
				Reputational damage					
				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) Corporate planning	4	4	16	High ↔
			Issue of Welfare Reform National Policy - changes to benefit - universal credit rolled out	Major projects put on hold	Monitoring basket of key indicators				
				Downturn in housing market	Communications Strategy				
			Impact of COVID and Brexit	Inability to meet requirements of capital programme	Great Yarmouth Economic Growth Strategy review - periodical to Eco Dev committee				
			Supply chain shortages due to conflict	Uncertainty lead to a downturn in economy	Economic Recovery Plan - Action plan in place				
			Increased cost of living, fuel shortages, construction costs, materials, plant and resource availability and hyper inflation		Monitoring current inflationary pressures				
5b	Impact of inflation rise →	Management Team & Head of Environmental Services and Sustainability	Travel disruption	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	Working closely with the local resilience forum, who are the lead agency, in respect of planning for consequences of trade deal negotiations	3	4	12	High →
			Disruption / increased demand of services	Localised freight disruption and increased usage of Peel Ports	Working in collaboration New Anglia LEP on EU exit				
			More completed trade deal	Information sharing and data sharing	EU transition Group currently in dormant				
			Increased food costs	Community unrest	LEP area BREXIT forum				
			Increased costs for goods and services and disruption of trade	Increased Joblessness and Homelessness	Milestone to be met for the implementation of the Brexit trade rules implicit in the trade deal				
			Financial hardship cases due to energy cap and rising in energy and food costs / loss of household income	Ability to recruit and retain key staff	Government support and funding / Household Support fund				
			Current conflict in Ukraine		Ukraine community support pot				
6	Compliance with UK General Data Protection Regulations (UK GDPR)	Management Team	Data breaches of personal information	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	Publication Data Protection Policy and creation of Records Management Policy, Data Impact Assessment Policy and Breach Notification Procedure	3	3	9	Medium

#	Risk	Owner	Cause	Consequence	Controls / Mitigations	L	I	Score	Rating
		Head of Legal & Governance	Staff not completing their Data Protection training	Fines and costs	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				⟷
		Finance Director	Some computer systems are not compliant with the new regulations regarding data deletion	Reputational damage / bad publicity resulting from Data Breaches	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				
		Management Team	Records outside of their retention are retained at various offsite locations	Insurance claims	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 has had to be paused due to the Covid pandemic, redeployment of staff and roll out of vaccine. Work to progress during the summer of 2022				
		Management Team	Capacity to undertake data cleansing and deletion.		Further work to be undertaken to ensure cookies fully complaint with GDPR regulations Agile working policy covers / considers working from home and data protection.				
7a	Information Security	Management Team, IMT Manager & Head of Legal & Governance	Good management, protection of information	DWP refuse to correspond with GYBC electronically Loss of capability to handle Housing Benefits and other issues	Security Policy and Digital Strategy. Information Security manager in post	3	3	9	Medium
			Number of cases of lost information by public and private bodies	Information lost/mislaid therefore loss of reputation and potential legal claim	PSN Compliant / Accepted by DWP computer security (PSN) – Annual renewal				⟷
			Need to attain criteria set by government to retain information flow with DWP (Department Works Pensions)		Realisation that information includes paper, people and computer 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 I July bring together health and social care NHS England and government sharing data via pandemic introduce as new normal				
7b	Cyber Security	Management Team, IMT Manager & Head of Legal & Governance	Cyber threats upon the Council's systems - data / systems hacked	Data could be shared for criminal use etc. Breaches of GDPR and non-compliance with policies and procedures	IT security procedures and IT security policy	5	4	20	Very High
			Increase cyber attach treat due to current conflict in Ukraine	Loss of IT Systems and Loss of Information	LGA Grant for Cyber Security and Cyber training				→
			Services not recovered within reasonable timescale due to inadequate business continuity plans or loss of resilient capacity	Unable to deliver basic business services. Inability to recover to agreed service levels within agreed timescales	Information Technology Investment Group / Risk is a standing item on the agenda				
				Financial implications	Annual Cyber Security Health check undertaken by NCC				
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	3	3	9	Medium
					Data Management & Data quality action plan and Data Cleansing				⟷
9	Event Management - for large scale events held in the borough by a third party on Council Land	Head Marketing & Communications	Failure of event / duty of care	Cancellation / suspension of event	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	2	3	6	Medium
		Head of Environmental Services		Major incident	Event Management Plan, Event Guidance and Guide to Councillors				⟷
				Reputational damage / bad publicity	Member & Officer Groups Involvement / consultation of key officers Engagement of stakeholders Online Event Notification form and centralised mailbox				
10	Business Continuity	Management Team	Loss of facilities (flooding, fire etc)	Service delivery impaired	Capability exists for staff to work from home and support key services	2	4	8	Medium
			Loss of IT systems	Inability to pay creditors/benefits	Business Impact Assessments / 3rd Party Service Agreement				⟷
			Loss of reputation	Relocation of services	The Loop - web-based programme and external provider				

			Loss of staff time and system functionality		Insurance					
			Loss of staff (fuel strike, industrial action etc)		Information Technology Investment Group					
			Loss of temporary accommodation provider	Range of providers	Additional resource from NCC and monthly meetings with NCC to discuss SLA					
			Ukraine war		Business Continuity plans updated to included Agile Working					
			Energy outages / Fuel Strike		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.					
11	Management of Major Projects	ELT	Failure to deliver project or project overspend / over running	Cancellation / suspension of project	Involvement / consultation of key officers	4	3	12	High	→
			Resourcing and capacity	Reputational damage / bad publicity	Head of Capital Projects Project post out for recruitment. Project Team- recruitment drive to increase capacity within team. All PMO staff Prince 2 trained					
			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	Financial impact on Council to ensure delivery of programmes and projects including affordability in medium/long term.	Business Case and Risk Register / risk logs completed, monitored and updated. Review of contingency budgets and plans					
			Reduced opportunities to effectively manage and achieve financial requirements of assets.	Failure to met regeneration	Suite of documents created for setting up &, delivering and monitoring projects. Agreed governance structure for management of project					
					Guidance on how to access assistance from Project Team and relevant service areas consulted at the outset					
					Dedicated officer to manage the risk / issue and governance of all projects going forward, which can be followed / implemented by other team members.					
			Failure to comply with funding agreement / conditions	Failure to met government and other external funders guidelines for spending / reduced or cancellation of funding	Understanding funding requirements and protecting spend					
					Strong local economy					
12A	Workforce Capacity	Management Team	Departure of key individual	Skills lost	Recruitment drive to fully staff and up resource new programmes of work	4	4	16	High	↔
				Negative impact on capacity of other staff	BC Plan for single points of failure					
			Difficulty of recruitment	Lack of delivery of service objectives	Workforce Planning - Organisational Development Plan, personal reviews and succession planning					
				Buying in of consultancy/temporary staff	Business Strategy					
			Skills shortage	Fines and costs	Agile working Policy. Emerging Health and Wellbeing Flexible Working Policy					
			Staff workload levels increased due to impact of responding to Covid pandemic and maintaining business as usual.	Increased demand for services and scarcity of labour / Delays in delivery of services	Monitoring of workload of staff at service, team and individual level. Additional short term staff resource (where possible) / Prioritisation of tasks / Risk Based approach					
			Lack of resource to deliver Health & Safety		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. .					
			Failure to comply with Health & Safety legislation and corporate approach not consistently applied	Increased sickness absence	Employee Support Scheme and other wellbeing support					
				Reduced productivity	Maximisation of external funding to support service delivery					
12B	Capacity and Resilience of the Control Centre	Housing Director	Loss of staff due to sickness and resignation to deliver Control Centre Service and Out of Hours Service	Insufficient staff to deliver the service safely.	Cover from within existing team, however not sustainable owing to high staff absence.	5	5	25	Very High	

				Shifts left uncovered	Recruitment to fully staff. Training will be required to be provided to those recruited				
				Emergency alarm calls go unanswered, risk to health and life of residents reliant on the service.	Temporary short-term cover from wider housing team with previous knowledge of the service.				
				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.	As and When Register Review and investigate recruitment agencies (not an immediate solution)				
				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.	Report to ELT 22/06/2022 detailing short-to medium term solution to bolster resilience using an external provider to provide cover.				
				Reputational damage to the council including impact on collaborative working relationships with partners and stakeholders.					
				Increased sickness absence	Sickness absence management				
13	Changes in Government policies ↔	CEO		Insufficient focus of organisation on "bigger" picture	Loss of funding / funding opportunities	Business Strategy	3	3	9	Medium ↔
					Insufficient preparation for policy changes/ new responsibilities	Resource and waste strategy is currently out to consultation- Consultation are responded to and go through decision process				
14	Delivery of long term strategic objectives ↔	ELT		Council focuses on the issues of the day rather than a vision for the future	Non delivery of strategic objectives	Medium Term Financial Strategy	2	4	8	Medium ↔
				Lack of political direction for strategic objectives	Negative impact on residents of the Borough	Service Planning				
				Financial resources unavailable for to deliver the aims and ambitions identified	Loss of reputation	Corporate plan & Annual Action Plan				
					Implications on future funding / grants	Pathway to Recovery Plan (Covid)				
					Timescale of projects not met due to unavailability of resources	Great Yarmouth Economic Growth Strategy				
					Impact of unexpected increased of project costs (e.g. resources, increasing costs)	Local Plan Core Strategy adopted and Local Plan Part 2 adoption November 2021 (to 2030)				
					Pressure on finances	Investment (Town Deal / Future High street Fund Etc)				
						Business Strategy				
						Levelling Up Agenda				
15	Lack of community cohesion / community tensions ↔	Strategic Director – P Boyce		Social changes / immigration / increase in unemployment	Increased reliance on benefits	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.	2	4	8	Medium ↔
				Financial hardship cases due to energy cap and rising in energy and food costs	Increase neighbourly tensions/disputes owing to Lockdown measures	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.				
				Clinically Extremely Vulnerable (CEV) residents and Potentially Vulnerable People (PVP) requiring additional support		Close working with the CCG/ICS in its Health Equalities Project (HEP).				
					Increased joblessness	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).				
					Increased homelessness	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.				
					Pressure on health, social care & welfare services	Targeted work with the police and other partners to address new and emerging issues relating to housing enforcement, domestic abuse, community tensions and ASB				
					Issues with equality of access to services	Household Support Fund				

#	Risk	Owner	Cause	Impact	Controls	L	I	Score	Rating
				Increased crime rates and an increase in hate crime	Community Marshal Team - to support GYBC and other Partners within the locality board with out reach work for health and equalities Community Champion Programme - multi cultural and faith network - monthly meeting talking shop to understand issue in the community				
16	Infrastructure not being able to meet demand	Director of Planning & Growth & CEO	New development (commercial and housing)	Increased traffic congestion	Local Plan / Infrastructure Plan	3	3	9	Medium ↔
				Lack of services (education/health/social)	Ongoing engagement with partner organisations for funding e.g. New Anglia LEP, Highways England, Clinical Commissioning Group, Anglian Water, Environment Agency, Norfolk CC etc				
				Stalling of further investment	Local Plan Core Strategy adopted and Local plan Part 2 adopted GY Transport & Infrastructure Steering Group established and meet regularly Part of Norfolk Growth Group to discuss infrastructure issues across county & strategic planning framework				
17	BT upgrade network from analogue to digital by 31st December 2025 Caister exchange due to be upgraded 2nd August 2022 https://www.openreach.com/upgrading-the-UK-to-digital-phone-lines	Strategic Director - K Blakemore & Housing Director Head of Property and Assets	**Community Alarms** 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. 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. **Sheltered Housing** 33 sheltered sites totalling 945 properties that rely on analogue phone lines for the hard-wired warden call system. 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. **GYBC Housing Stock and Council Buildings** Emergency phonelines in lifts rely on an analogue phone line	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. Risk to client's health and wellbeing. Reputational risk, leading to a decline in cut in the service will impact revenue as number of clients could decline. 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. Risk to tenants' health and wellbeing 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	Capital bid to purchase additional units over 2-year period to replace all wired analogue alarms. Waive standing orders to procure direct from a framework. Both Chiptech Go and Legrand are on the ESPO framework. The council deploys only digital GSM alarms now, which work off the mobile network and have built in battery back-up of 36 hours. Write to community alarm customers in the Caister area advising of the planned BT upgrade and support that the service can provide. 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 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. Trialling digital alarms from an alternative provider, with a view to placing an order. This provider has more stock availability than the current provider	3	5	15	High
18a	Sufficient resources and resilience to ensure effective procurement. ↔	Finance Director & Monitoring Officer	Corporate procurement approach not consistently adopted Services delivered on behalf of the Council not provided as expected by large/significant contracts / partnerships	Benefits of procurement strategy not realised Efficiency savings not made or contract fail Procured service not value for money / poor Adverse impact on service delivery and consequential publicity and reputational damage Statutory requirements not met	Corporate Policy Statement adopted Engagement of Procurement Specialist and Procurement Working Group Adherence to new Contract Standing Orders Procurement Strategy to be updated to ensure compliance Staff training Publication of transparency requirements for procurement of contracts and internal publication Review of contract management and procedures	3	4	12	High

No.	Risk	Owner	Cause	Consequence	Controls / Mitigations	L	I	Score	Rating	Trend
18b	Sufficient resources and resilience to ensure effective contract management	Management team	Failure to managed contract performance and corporate approach not consistently adopted. Contracts not managed / used to full potential and financial benefits not received by the Council. Contracts not able to be terminated / reviewed before contract end date	Breach of EU legislation. Increase budgets. Contract disputes / Partners not engaged and bad relations. Fines and costs. Reputational damage if not managed effectively. Services not delivered efficiently	Staff training to dedicate contract management roles and guidance on Intranet. Consistent management and publication of Contract Register. Contract Management Strategy and standing orders. Performance monitoring and reporting to ensure good service quality and better value for money. Appropriate governance principals and risk management in place - Risk Register. 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	4	3	12	High	↔
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	Aware of limitations of systems. Procurement of new systems. Internal processes to manage. Using as effectively as can and aware of weaknesses	4	4	16	High	↔

No	Risk	Owner	Cause	Consequence	Controls / Mitigation	L	I	Score	Rating	Direction
				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.	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					
23	Covid - Recovery phase and Resilience for residents and businesses of the Borough	ELT	Continued support of isolating and vulnerable residents Supporting local businesses and Tourism industry. Complex housing needs Social cohesion/well-being / Impact on mental and physical wellbeing Continuity of services delivered by partners. Impact on acute and primary health service Impact on residents due to hardship / loss of household income Impact on energy bill crisis and current conflict in Ukraine - ability to collect rent and CT etc	High level of business failure / ability to operate effectively or to full potential impacting on business growth and unemployment Increased homelessness and housing needs Financial and staff required for long term support of vulnerable residents Reduced social cohesion Longer term impact to the local economy and the Council's financial position through reduction in Council funds Disruption to service delivery including potential of staff absence and increased workloads	Collaborative working in the locality with VCSE and other commissioned community-facing organisations to support residents with low level (welfare and housing) needs. Agile working, ability to respond and reprioritise Adoption of financial relief measures offered by Government Ukraine community pot for guests What ever it takes Grant Household Support Grant	3	2	6	Medium	←
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	2	3	6	Medium	↔
25	Creation of Local Authority Subsidiary Company for Operational Services	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	2	4	8	Medium	
26	Failure to reduce the Carbon footprint of the Council as an organisation 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.	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	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.	3	4	12	High	

				Future benefits and opportunities to embed carbon reduction in supply chains not fully achieved.	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.					
			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		Increased understanding and working with communities and businesses via the facilitation of a Great Yarmouth Sustainability Forum.					
				Negative impact on staff and member morale	Strategic plans in development setting out actions and what is to be delivered					
				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						3	4	12	High
				CORPORATE RISKS RECOMMENDED FOR REMOVAL						
	Confidential Risk									
	Confidential Risk									
Maintenance of five year housing supply and timescale for local plan	Director of Planning & Growth		Inability to complete Local Plan process due to lack of financial/professional staff resource and involvement in other corporate projects	Failure to adopt new statutory planning policy guidance to inform planning applications and Development Control Committee	Additional resource in terms of professional input and/or Projects Team Housing Growth Group established with clear Action Plan Strategic Planning Team fully resourced Monitoring requirements of Natural England for new housing developments in Northern Parishes		1	3	3	Very Low

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