

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

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

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.
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		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	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

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

4b			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				
			Members of the public are injured whilst on or near coastal asset or land	People displaced and having to seek alternative accommodation, impacting on housing services	Emerging Environmental Net Zero Strategy				
				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.				
5a	Local/National Economy	CEO	Downturn in national / local economy	Increased workload for Council staff (Benefits/ Economic development/ homelessness)	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	Increase in bad debts	Corporate planning				
			Supply chain shortages due to conflict	Major projects put on hold	Monitoring basket of key indicators				
				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				
5b	Impact of inflation rise	Management Team & Head of Environmental Services and Sustainability	Increased demand for services		Monitoring current inflationary pressures				
				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>

			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 disproportionately 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 tasks.	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