



Audit Committee
Monday, 27th July, 2020 at 3.00 pm
in the Remote Meeting on Zoom and available for the
public to view on WestNorfolkBC on You Tube - Zoom
and You Tube

Reports marked to follow on the Agenda and/or Supplementary Documents

1. **Corporate Risk Register Update (Pages 2 - 18)**

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AUDIT COMMITTEE

REPORT TO:	Audit Committee		
DATE:	27 July 2020		
TITLE:	Corporate Risk Monitoring Report – July 2020		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Performance		
REPORT AUTHOR:	Ged Greaves, Senior Policy and Performance Officer		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
<p>This report presents the changes to the Corporate Risk Register since the last monitoring report to the 11 March 2020 committee meeting. It gives details of the risks falling into the 'Very High' category and the associated work being progressed to mitigate the effects.</p>
KEY ISSUES:
<p>Following the review, the risk scores for 11 entries are higher whilst 1 entry has been lowered. It is also proposed that 3 risks are added to the register and 1 risk is refocused.</p> <p>Since the last review, the council has agreed a new corporate business plan and is developing a recovery plan in response to the Covid 19 pandemic. The coronavirus response, normalisation and recovery work has had an impact upon all areas of council activities in addition to wider impacts upon the borough.</p>
OPTIONS CONSIDERED:
<p>Not applicable.</p>
RECOMMENDATIONS:
<p>Members are requested to consider the contents of the Corporate Risk Register and confirm agreement with Management Team's assessment of the risks to the corporate business plan.</p>
REASONS FOR RECOMMENDATIONS:
<p>In order to ensure the council meets its statutory obligations to ensure that it has 'effective arrangements in place for the management of risk'.</p>

REPORT DETAIL

1. Introduction

- 1.1 The Risk Management Policy and Risk Management Strategy covering this reporting period were approved by Council in April 2019.
- 1.2 The Terms of Reference for the Audit Committee include responsibility for monitoring the management of risk. To this end, the committee receives reports on a half-yearly basis on the position of the Corporate Risk Register, with the last one being presented to the committee on 11 March 2020. This report is for the period up to mid-July 2020.
- 1.3 The Corporate Risk Register is reviewed by Management Team on a 6-monthly basis. This review has been slightly delayed due to resources being focused on Covid 19. Existing entries on the register are considered for changes to the nature of the risk, progress to be reported and any adjustments to the risk scores. Risks that are no longer relevant are proposed for removal and new risks considered in the context of current circumstances are added.
- 1.4 A summary of the changes to the Corporate Risk Register since the last monitoring report are detailed in section 2 below. Details of the 'Very High' risks are given in Appendix 1 together with a list of the 'High' risks.
- 1.5 Each risk on the register is scored in terms of Impact and Likelihood, according to criteria defined within the Corporate Risk Strategy. The broad definitions and risk matrix are attached for reference in Appendix 2.
- 1.6 The full Corporate Risk Register, as agreed by Management Team, has been provided to the Audit Committee in hard copy, for reference.
- 1.7 Appendix 3 sets out the corporate risks in score order.
- 1.8 Attached at Appendix 4 is list of risks that have been removed from the register since May 2018.

2. Changes to the Corporate Risk Register

- 2.1 The Risk Management Policy states that to 'ensure it is effective, risk management needs to be aligned with corporate aims, objectives and priorities'. As such the format of the risk register is ordered to reflect the priorities as contained in the Corporate Business Plan. This makes the link between the priorities and the management of associated risks clearer.
- 2.2 Apart from small changes made from a fresh review of the content and updates on progress for various entries, the main changes since the March 2020 report are listed below.
- 2.3 Risk rating amendments – higher score
 - 2.3.1 11 risk scores have increased in this update. This reflects how Covid 19 is affecting both the impact and likelihood of vulnerabilities arising. The impact is evident in delays, additional unplanned costs or falls in income and collection rates, reductions in capacity and wider effects upon the local economy and communities that lead to

new and unplanned activities. The probability of vulnerabilities arising is amplified by the virus. The risks with higher scores are:

2.3.2 *Risk 1.1 – Business continuity*

Organisational capacity is focused upon the Covid 19 response and recovery work. The council is potentially vulnerable to a concurrent business continuity incident arising. Proposal to revise the risk score “Major/Unlikely” to “Major/Possible”. This risk would change to amber on the risk matrix.

2.3.3 *Risk 1.2 – Cost reduction programme*

Organisational capacity is focused upon the Covid 19 response and recovery work. Some of the cost reduction projects are dependent upon external parties and local economic performance. Proposal to revise the risk score “Moderate/Possible” to “Moderate/Likely”. This risk would change to amber on the risk matrix.

2.3.4 *Risk 1.7 – Capacity*

Organisational capacity is focused upon the Covid 19 response and recovery work. Additional unplanned work is a potential vulnerability. Proposal to revise the risk score “Moderate/Possible” to “Moderate/Likely”. This risk would change to amber on the risk matrix.

2.3.5 *Risk 1.9 – VAT*

There is a potential unplanned cost related to Coastshare. Proposal to revise the risk score “Moderate/Unlikely” to “Moderate/Possible”. This risk would remain green on the risk matrix.

2.3.6 *Risk 1.10 – Financial plan*

The current Budget Plan assumes challenging levels of savings in revenue costs and increased reliance on investment in major capital projects to provide future revenue income. It is likely that the assumptions will not be fully met particularly with the impact of Covid 19 and resultant economic challenges. Proposal to revise the risk score “Major/Possible” to “Extreme/Likely”. This risk would change to red on the risk matrix.

2.3.7 *Risk 1.12 – Business rates*

The financial plan will be affected as a result of substantial events that affect the Business Rates due to the Council. Late and non-payments are anticipated as a consequence of Covid 19 and ongoing economic impacts affecting growth exacerbating existing issues. Proposal to revise the risk score “Extreme/Possible” to “Extreme/Likely”. This risk would remain red on the risk matrix.

2.3.8 *Risk 1.14 – Cyber security attack*

The response to Covid 19 has led to an even greater reliance upon digital services supporting virtual meetings, remote access and agile working. Despite the safeguards in place, a cyber attack could be more disruptive to council activities than prior to Covid 19. Proposal to revise the risk score “Moderate/Possible” to “Major/Possible”. This risk would change to amber on the risk matrix.

2.3.9 Risk 2.1 – Local employment

Covid 19 has had a significant national economic impact and has resulted in a large increase in Universal Credit claimants, a large number of furloughed employees across the borough and business closures. Proposal to revise the risk score “Major/Unlikely” to “Major/Likely”. This risk would change to red on the risk matrix.

2.3.10 Risk 2.2 – Empty retail properties/town centre decline

Covid 19 has had a significant national economic impact and has resulted in a number of business closures, reduced footfall and a shift to online services. Proposal to revise the risk score “Major/Possible” to “Major/Likely”. This risk would change to red on the risk matrix.

2.3.11 Risk 2.9 – Major projects programme

Covid 19 has had a significant national economic and localised impact upon financial and investment planning plus delays in schemes. Proposal to revise the risk score “Moderate/Possible” to “Moderate/Likely”. This risk would change to amber on the risk matrix.

2.3.12 Risk 6.1 – Provision of leisure and cultural services

The national response to Covid 19 involved the temporary closure of services impacting upon planned income and future participation. Proposal to revise the risk score “Moderate/Possible” to “Major/Almost certain”. This risk would change to red on the risk matrix.

2.4 Risk rating amendments – lower score

2.4.1 Risk 2.5 – Housing market

The market risk has been reduced by changing the tenure type on remaining properties. Proposal to revise the risk score “Moderate/Likely” to “Moderate/Possible”. This risk would change to green on the risk matrix.

2.5 Risks proposed to be added to the register

2.5.1 The Covid 19 pandemic has impacted upon all council functions, economic sectors of the borough and its communities. The council responded to the pandemic as part of the Norfolk Resilience Forum and is increasingly focused on implementation of a local recovery strategy which has both internal and external perspectives. There are concerns of a resurgence and a local outbreak plan has been developed via Norfolk Resilience Forum. The ongoing impact of the virus has the potential to affect the delivery of the recovery strategy and corporate business plan. Risk 1.20 has therefore been proposed for inclusion in the risk register

2.5.2 The corporate business plan includes an objective to “*Support measures that protect our communities from flooding*”. The borough is subject to the threat of tidal surges and coastal erosion and has a number of defensive strategies in place. Risk 3.1 has therefore been proposed for inclusion in the risk register.

2.5.3 The national target to be carbon neutral by 2050 is being taken forward locally via carbon footprints at council and borough level informing the development of a policy

and strategy to address climate change. Officer groups have been established locally and at county level. Measures introduced to reduce the council's carbon footprint include a comprehensive energy efficiency programme known as Re:fit, solar power generation on some buildings, a hybrid lease car scheme and a switch to a renewable energy tariff. There is a high level of local interest in the council's activities on climate change and measures to reduce residual carbon are constrained by finances. Achieving carbon neutrality is a new vulnerability. Risk 3.2 has therefore been proposed for inclusion in the risk register.

2.6 Risks proposed to be removed from the register

2.6.1 There are no proposals to remove risks from the register.

2.7 Changes in focus of risks

2.7.1 The remit of Alive West Norfolk is broader than leisure services and this is reflected in the title for Risk 6.1 – provision of leisure and cultural services.

3. Conclusion

3.1 The Corporate Risk Register continues to be actively monitored by Management Team on a periodic basis.

4 Corporate Priorities

4.1 The Corporate Risk Register is now aligned with the new Corporate Business Plan. Following approval of the corporate business plan in January 2020 and impact of Covid 19, detailed recovery and service planning is underway by Assistant Directors.

5 Policy Implications

5.1 The updated register reflects emerging policy development related to climate change.

6 Financial Implications

6.1 The Corporate Risk Register is designed to assist senior management to identify and manage any financial implications identified through normal operations.

7 Personnel Implications

7.1 None.

8 Statutory Considerations

8.1 Account and Audit Regulations 2015 - s3(c). The council must ensure that it has 'effective arrangements for the management of risk'.

9 Equality Opportunity Considerations

9.1 None

10 Risk Management Implications

10.1 The council has in place a Risk Management Policy and Strategy.

10.2 The Corporate Risk Register records high level risks which pose a threat or opportunity to the council's objectives. It is a tool used by the Chief Executive and the executive directors (Management Team) to help manage risk across the authority and is a key document within the governance controls applied within the council.

11 Recommendations

11.1 Members are requested to:

- a) consider the contents of the risk register;
- b) confirm agreement with Management Team's assessment that:
 - i. Increases the risk scores for risks outlined in section 2.3
 - ii. Reduces the risk score for risk 2.5
 - iii. Adds the risks outlined in section 2.5
 - iv. Reframes risk 6.1.

12.0 Declarations of Interest / Dispensations Granted

12.1 None.

Background Papers

Previous Corporate Risk Registers reported to Audit Committee

Risk Management Policy and Strategy

APPENDIX 1

Risk name: Financial plan

Ref	Description	Mitigation	Progress
1.10	<p>Balancing income and expenditure for both Revenue and Capital as set out in the estimates will become more challenging. In addition to the current Covid 19 and economic situations, within which there are significant pressures upon spending and income at both local and national levels, there are known changes needed to funding streams from 2021/22 (due to happen in 2020/21 but delayed a further year by the government), with a move from relying on local taxation rather than funding from Central Government. The current Budget Plan assumes challenging levels of savings in revenue costs and increased reliance on investment in major capital projects to provide future revenue income. There is a possibility that assumptions will not be fully met particularly with the impact of Covid 19 and resultant economic challenges.</p>	<ol style="list-style-type: none"> 1. A review of the costs and provision of all services will continue with the aim of reducing costs and if necessary reduce services to match income. 2. Attendance at consultation updates from LGA / MHCLG. 3. Budgets will be monitored/reported against estimates on a regular basis. 4. Balanced and funded budget to 2021/22. 5. Efficiency Plan and multi-year settlement with Government. 6. Capital and property investment strategy and related monitoring process. 7. Planned and unplanned savings transferred to General Fund balance to adapt to reduction in central government funding. 8. Cabinet and Management Team away days to focus on financial management. 9. Budget presentations to council panels. 10. MHCLG funding related to Covid 19 	<p>Budget training for members to raise awareness of budget issues. Clarity of the impact of the Fair Funding Review 2020 and Business Rates Retention awaited and remain a concern. Proposals to fund local government via 75% business rates remain a risk. Sector and Treasury Management advice in light of uncertainties such as Brexit. Corporate financial model is being developed covering investment schemes. Additional funding received for Brexit preparations (£35,000 split across 18/19 and 19/20), but we're not aware of any further funding for 2020/21. Significant financial impact following outbreak of Covid-19 with Government providing emergency funding of £1.6m to date. Awaiting confirmation of further packages announced in July 2020. Budget update to Cabinet in September 2020. Spending review anticipated in autumn.</p>

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Risk Score:		
Impact	Extreme	5
Likelihood	Likely	4
Total score		20

Risk name: Business Rates

Ref	Description	Mitigation	Progress
1.12	The financial plan may be adversely affected as a result of substantial events that affect the Business Rates due to the Council. Such events may be appeals being agreed leading to substantial Rateable Value reductions; reliefs being granted; failure to grow the business rate tax base or closure of a large business; and uncertainty relating to the 100% retention of Business Rates in future.	<ol style="list-style-type: none"> 1. Reserves created for measurable risks and membership of the Norfolk Business Rates Pool. 2. Continue to monitor potential areas of risk and work with LGA where possible. 3. Continue working with major businesses to reduce the possibility of closure. 4. VOA has changed its appeal process - now check, challenge and appeal, which seems to have reduced the number of appeals coming through. although it is still early days with this new process so reserves have been maintained at existing levels. 	A contingent liability has been noted in the Statement of Accounts in respect of the possible backdating of business rates reductions to the QE hospital following advice they have received regarding their possible charitable status - NHS Foundation Trusts have taken legal action to decide the matter and the Council has contributed to the LGA's response. The case was heard at Court in November 2019. The judge reserved judgement which means that it could be mid 2020 before a judgement is made and there is the possibility of an appeal. This is a situation raised across the country. Membership of the Business Rates Pool provides some provision to offset some of the impact, should it occur. The Norfolk Business Rates Pool have taken the decision to continue for 2020/2021, although the pool has reserved to right to review should the NHS case go against councils. Reserves have been created to provide some funding protection from the impact on business rates income in the event of the closure of major businesses. The movement in the overall business rates position is monitored on a monthly basis. Potential for negative economic impact of a no deal Brexit. Ongoing Covid 19 and macro-economic uncertainties may hold back recovery in growth, investment, etc. Recovery strategies at national level and locally including recovery plans by BCKLWN, Norfolk County Council and New Anglia LEP. Regular updates provided to Government on impact of Covid on collection of business rates. Various reliefs and grants provided to support businesses through pandemic.

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Risk Score:		
Impact	Extreme	5
Likelihood	Likely	4
Total score		20

Risk name: Financial ledger software replacement

Ref	Description	Mitigation	Progress
1.17	The risk is that: Failure of tender process to procure an appropriate software solution and/or the ability to effectively implement new software in accordance with required timescales, resulting in disruption to service delivery, processing times, impact on Council reputation and ability to meet mandatory financial reporting deadlines.	<ol style="list-style-type: none"> 1. Adherence to agreed procurement procedures. 2. Allocation of appropriate resources to the project. 3. Knowledge, skills and experience of those working on the project. 4. Use of software provider support. 5. Prioritisation of work programme. 	Implementation on 1 April 2020. Numerous issues following system going live which were not apparent during testing causing additional workload when resource is already stretched. Impact of Covid has disrupted team and project capacity and have had to adapt to different working methods.

Risk Score:		
Impact	Major	4
Likelihood	Likely	4
Total score		16

Risk name: Covid 19

Ref	Description	Mitigation	Progress
1.20	Virus results in national and local measures to contain outbreak with consequences for commercial services, service delivery and staff well-being.	<ol style="list-style-type: none"> 1. Business continuity arrangements including critical services and "Loss of staff" threat analysis and interventions. 2. Emergency planning liaising with Norfolk Resilience Forum and structures. 3. Insurance 4. ICT network and capability to support agile working (tele/video-conferences, working from home and alternative locations, Office 365, Teams, Zoom, Youtube). 5. Digital and telephony access to services to minimise face to face interactions. 6. Lobbying for government support. 7. Recovery strategy. 8. Monitoring data. 9. Prioritisation of services and response 10. Government funding streams 	<p>Likely to be in response and recovery phases for a further 12 months. Multiple impacts upon council services and financial plan. Some significant pressures upon specialist areas for example lockdown easements and issuing of grants. Participation in Norfolk Resilience Forum (Strategic Coordinating Group, Tactical Coordination Group, delivery groups, Local Infection Control Board, Multi-Agency Fusion Cell, etc). Management Team considered response to staff affected by Covid 19 and guidance notes issued to staff, members, on website, social media, etc. Support from Emergency Planning team. Business Continuity team focusing on response, normalisation and moving towards recovery phase. Administration of various grant schemes for local businesses. Advice to premises upon re-opening in line with national and industry Covid 19 guidelines. Development and implementation of a council recovery strategy. Monitoring of data to assess recovery and potential for future virus peak. Liaison with CCG and QE Hospital on health related issues.</p>

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Risk Score:		
Impact	Major	4
Likelihood	Almost certain	5
Total score		20

Risk name: Local employment

Ref	Description	Mitigation	Progress
2.1	The ability to attract new investment could be adversely affected by potential barriers in the local economy such as availability of premises, levels of skills in the workforce and related low value work.	<ol style="list-style-type: none"> 1. Delivery of an Enterprise Centre and implementation of skills & training initiatives with partners and business sectors. 2. The opening up of employment land at Hardwick and Campbell's Meadows in KL and at St John's Business Estate in Downham Market. 3. Information packs on the local area and to aid recruitment are provided on request. 4. Maintain regular contact with Department for International Trade and market investment opportunities with them. 5. Effectively handle enquires received direct, whether from inside or outside the Borough. 6. Active involvement with New Anglia LEP and Greater Cambridge Greater Peterborough LEP. 7. Enterprise Zone development. 8. Use of external funds to de-risk developments. 	<p>Project funding targeted at raising attainment in local schools from Second Homes money. Land at Downham Market and NORA is actively marketed. The King's Lynn Innovation Centre (KLIC) has high occupancy. A marketing plan for the Nar Ouse Business Park Enterprise Zone implemented. Gas main diversion completed. Nar Ouse site infrastructure & Phase 1 premises construction progressing with Enterprise Zones tenders received and within budget. LEP financing helps to de-risk the development. Engagement with the BID. Early interest shown by several local companies seeking to expand. Ongoing uncertainty arising from Covid 19 and Brexit may delay company investment decisions. Pre-Covid 19, unemployment rate was at a low level but anticipated to rise with economic impact of Covid 19. H&M store opened Nov 2019 adding to the town centre offer. Management restructure strengthened focus on regeneration. External funding being progressed via High Street Heritage Action Zone, Town Fund, Future High Streets Fund. Job retention scheme. National measures contained in Chancellor's statement on 8 July announcing investment in skills, creating jobs, apprenticeships and opportunities for young people and measures to support retail, hospitality and tourism sectors such as VAT reductions, contributions towards dining out, etc. Economic recovery strategies at borough, county and LEP areas.</p>

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Risk Score:		
Impact	Major	4
Likelihood	Likely	4
Total score		16

Risk name: Empty retail properties / town centre decline

Ref	Description	Mitigation	Progress
2.2	Loss of town centre businesses leads to a continued downward spiral resulting in long-term depression of the towns.	<ol style="list-style-type: none"> 1. Continued support to businesses through hardship relief. 2. Active management of lettings and promotion of a positive image of the town to potential businesses. 3. Initiatives to promote the town to visitors, shoppers and businesses. 4. Town Centre Partnership/BID. 5. Transport and town centre studies. 6. Bids for external funding such as Town Fund, Future High Streets Fund. High Street Heritage Action Zone. 7. Improvements to key access roads and junctions. 8. Management capacity. 9. Covid 19 response to reopening high street 10. Payment plans for commercial tenants 	<p>National retail statistics indicate reductions in town centre footfall compounded by ongoing economic uncertainty, Covid 19 concerns and shift to online shopping. Range of national retailers and hospitality businesses reducing their operations.</p> <p>Government policies and funding streams such as Eat out to Help Out and VAT reductions to support town centre activity. Actively identifying opportunities to repurpose vacant retail units including conversion to residential and creating flexible pop up retail opportunities for micro-businesses/niche retailers plus community based organisations.</p>

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Risk Score:		
Impact	Major	4
Likelihood	Likely	4
Total score		16

Risk name: Provision of leisure and cultural services

Ref	Description	Mitigation	Progress
6.1	New service delivery model does not perform to expectations and business plan.	<ol style="list-style-type: none"> 1. Due diligence; financial and legal arrangements. 2. Legal advice and technical expertise bought in where required. 3. Project board established. 4. Strategy, business case, business plan development and management of project risk register. 5. Stakeholder engagement. Communications support. 6. Consideration of VAT issues arising from a change in delivery model. 7. Reports to Cabinet (5 Feb 2019) and Environment and Community Panel (22 Jan 2019) with regard to the transfer of the Leisure Services operation from ALT to the Council. 8. Heads of Terms agreement agreed and aiming for 1 July 2019 handover. 9. Alive West Norfolk council wholly owned company established and directors appointed. 10. Financial ledger for new company. 11. Contract monitoring role within 2019/20 management restructure. 12. Furloughing of staff in response to Covid 19 13. Revised business plan responding to Covid 19 	<p>Company operational July 2019. Internal Audit reviewing project to identify gaps. Contract monitoring resource being introduced within the council's management restructuring in late 2019.</p> <p>Significant impact arising from Covid 19 and closure of facilities. Construction delayed on Corn Exchange cinema - revised completion and opening anticipated September 2020. Cinemas able to open subject to Covid safety guidelines. Lockdown easements with reopening of indoor pools and gyms from 25 July 2020 subject to Covid safety guidelines. Indoor live performances subject to national pilots and further easements anticipated. Job retention scheme bonus payable February 2021 but with limitations. Confirmation of Government compensation for loss of income awaited.</p>

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Risk Score:		
Impact	Major	4
Likelihood	Almost certain	5
Total score		20

Risks categorized as 'High Risk' (Score 10-12)

1.1	Business continuity	12
1.2	Cost reduction programme	12
1.4	Due diligence	12
1.7	Capacity	12
1.8	Fraud and corruption	12
2.3	Major housing developments	12
2.4	5-year land supply and housing delivery	12
2.6	Strategic land and property acquisition	12
2.8	Accelerated Construction Programme	12
2.9	Major projects programme	12
5.2	Council Reputation	12
6.2	Emergency response (External)	12
6.3	Health and Safety	12
1.14	Cyber security attack	12
3.2	Carbon emissions	12

APPENDIX 2 - After July 2020 review

LIKELIHOOD	5 Almost Certain	(Green)	(Orange)	(Red)	(Red) 1.20, 6.1	(Red)
	4 Likely		(Green)	(Orange) 1.2, 1.7, 2.4, 2.9, 5.2	(Red) 1.17, 2.1, 2.2	(Red) 1.10, 1.12
	3 Possible		(Green) 4.1, 4.3	(Green) 1.3, 1.9, 1.13, 1.15, 1.16, 1.18, 2.5, 2.7, 4.2, 5.3	(Orange) 1.1, 1.4, 1.8, 1.14, 2.3, 2.6, 2.8, 3.2, 6.2, 6.3	(Red)
	2 Unlikely			(Green) 1.5, 1.11, 5.1	(Green) 1.6, 1.19, 3.1	(Orange)
	1 Rare					(Green)
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Extreme
	IMPACT					

Risk Category	How the Risk should be managed
Very High Risk (15 – 25) (Red)	Immediate action required. Senior Management must be involved.
High Risk (10 – 12) (Orange)	Senior Management attention needed and management responsibility specified.
Medium Risk (5 – 9) (Green)	Manage by specific monitoring or response procedures. Responsibility to be allocated by Management Team to a named Service Manager.
Low Risk (1 – 4) (White)	Manage by routine procedures, unlikely to need specific or significant application of resources.

APPENDIX 3 - Corporate risks in score order

Ref	Title	Score
1.12	Business Rates	20
6.1	Provision of leisure and cultural services	20
1.10	Financial plan	20
1.20	Covid 19	20
2.1	Local employment	16
2.2	Empty retail properties / town centre decline	16
1.17	Financial ledger software replacement	16
1.1	Business continuity	12
1.2	Cost reduction programme	12
1.4	Due diligence	12
1.7	Capacity	12
1.8	Fraud and corruption	12
2.3	Major housing developments	12
2.4	5-year land supply and housing delivery	12
2.6	Strategic land and property acquisition	12
2.8	Accelerated Construction Programme	12
2.9	Major projects programme	12
5.2	Council Reputation	12
6.2	Emergency response (External)	12
6.3	Health and Safety	12
1.14	Cyber security attack	12
3.2	Carbon emissions	12
1.3	Reputation management	9
1.13	Channel Shift	9
1.15	Pay Policy	9
1.16	General Data Protection Regulations (GDPR)	9
1.18	Conflicting aims (with Partners)	9
2.5	Housing market	9
2.7	West Winch/North Runcton Strategic Growth Area	9
4.2	Homelessness Reduction Act 2017 (Preventing homelessness.)	9
5.3	Improvements to heritage buildings	9
1.9	VAT	9
1.6	ICT failure of backup	8
1.19	Mobilisation of new Waste and Recycling Contract	8
3.1	Flood management and coastal erosion	8
1.5	Loss of ICT	6
1.11	Pension Fund	6
4.1	Modern Slavery	6
4.3	New regulations regarding HMOs	6
5.1	Community Relations	6

APPENDIX 4 - Corporate risk removed from the register

Title	The risk is that:	Risk removed
VAT - Trust arrangements	If subject to an audit, HMRC may not agree that the model used to establish the new leisure arrangements is valid in respect of claiming VAT exemptions.	Jun-19
Revenues and Benefits software tender	Failure of tender process to procure an appropriate software solution and/or the ability to effectively implement new software in accordance with required timescales, resulting in disruption to service delivery, processing times and impact on Council reputation	Jun-19
Fire compartmentalisation	Elements of King's Court are declared unsafe for habitation based on a fire safety assessment by either the Crown fire officer or BCKLWN's fire officer.	Jun-19
THi 2 Application to the Heritage Lottery Fund	Important parts of King's Lynn continue to be in a dilapidated state giving a very poor image of the town	Jun-19
Waste and Recycling Contract	The Council will not have the required vehicles or manpower to supply waste collection services if Kier, who currently have the contract to provide the service, terminate the contract at short notice.	Oct-18
King's Court	Relocation of partner organisations into King's Court risks disruption to and potential loss of/impact on services currently delivered from the site. There is also the risk of loss of income/higher implementation costs associated with moving external teams into the building.	May-18