

New Ref	Risk title	The risk is that:	Inherent risk without mitigation			Mitigation	Proposed risk score (Oct 2022)			Trend (compared with last review)	Progress at Oct 2022	Target risk			Actions	
			Impact	Likelihood	Score		Impact	Likelihood	Score			Impact	Likelihood	Score		
SR1	Financial sustainability	<p>Ineffective management of finances leading to a lack of financial resilience as government funding reduces and demand increases.</p> <p>Principle risk approach: Avoidance/ Transfer/ <u>Mitigation</u> / Acceptance</p>	Extreme	5	Almost certain	5	25	Major	Almost certain	20	New	<p>Cost management and income generation.</p> <p>Estimates timetable includes workshops with officers/members. Requirement to help address budget gap. Draft budget estimates timetable and programme considered by Management Team and Cabinet, May 2022, working through delivery of the plan. Some slippage on timescales due to other priorities.</p> <p><u>Financial Plan</u></p> <p>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 business rates retention reforms remain a risk. Sector and Treasury Management advice in light of uncertainties such as inflation and economic impacts. Corporate financial model is being developed covering investment schemes. Financial Plan approved by Council in February 2022 which sets out Government Grants announced for 2022/23 with budget gap of £2.3m to address by 2025/26. Thematic work underway on budget setting. Announcement anticipated on local government financial settlement. Outturn for 21/22 contributed a higher amount to reserves than anticipated at £288k. Undertaking budget setting process to refresh the financial plan for the next 4 years. Awaiting Government to confirm funding changes and consultation. Ongoing legacy costs arising from Covid-19 which are now unfunded by central Government. Impact of high level of inflation on operational costs. Bank rate increased from 0.1% to 1.75%. Improved return on investments, no current external borrowing but will need to factor interest rates into future planning. Need to understand implications and funding of the national pay award upon our local scheme.</p> <p><u>Pension Fund</u></p> <p>Stabilisation payments have been made with 2022/23 being the final year of the current 3 year valuation period. For the next 3 years, stabilisation payments have been offered again. Also by paying a one-off lump sum payments savings will be secured and can also be budgeted for with certainty and at the same level for each of the three years. Position fully documented in the annual Statement of Accounts. One off lump sum payment due in April 2021 was replaced by annual payment due to financial implications of Covid-19. Actuary undertaking review and indication is that there should not be a significant change but detailed work is ongoing outcome to be confirmed end of Dec 2022.</p> <p><u>Business rates</u></p> <p>The Norfolk Business Rates Pool was reinstated in 2022/23. Government has compensation scheme in place and has continued to provide financial support to businesses through reliefs and grants. Still awaiting announcements on business rates retention scheme going forward. Situation will continue to be closely monitored. Recognise that one small change could have a significant upon the financial plan. Continue to take prudent approach in the financial plan.</p> <p><u>Rapidly rising costs</u></p> <p>Impact across many risks. External forces driving inflation with continuation of Russian invasion of Ukraine and global movements in interest rates. Reprioritisation of Towns Fund projects to fit agreed funding envelope. Interest rate rises have increased investment returns but the opportunity costs of investing in projects has increased. BoF forecasts higher than initially anticipated inflation and recession in 2023 to 2024. Treasury advisors have revised forecasts of interest rates from 1.75%. Since Dec 2021, six consecutive interest rate increases. Some supply issues to the Print Room but no major issues. Some signs of price stabilisation in some products e.g timber. BoF forecasting contraction of economy, anticipated mid 2023 ongoing monitoring of prices and labour costs as demand/prices may begin to be more competitive. Providing longer term HR measures regarding training and development within internal workforce and supply chain. Potential impact of fuel costs for staff travelling for business purposes.</p>	Moderate	Unlikely	6	<p>Cost management and income generation</p> <p>1. Assistant Directors to develop project proposals for Cabinet consideration, Mar 22. Two proposals put forward. Fees and charges had a detailed review as part of budget process.</p> <p><u>Financial Plan</u></p> <p>1. Revised Financial Plan developed for Cabinet and Council approval, Feb 2022. Completed.</p> <p>2. More detailed approach to development of Financial Plan for 23/24 incorporating wider member engagement, Approach to budget setting and workshop themes (reviewing fees and charges, income generation, salaries, community benefit and staff engagement) including wider engagement with elected members. Outline timetable for this work.</p> <p><u>Pension Fund</u></p> <p>1. Engage actuary to review the next 3 years, consider the impact of the McCloud judgement (age discrimination case) and effects of Covid-19. Outcome anticipated Dec 2022.</p> <p>2. Attending briefings anworkshops as required to understand the outcome of the review and then incorporate required changes into the financial plan going forward, Dec 2022.</p> <p>3. To consider the upfront payment option, Feb 23</p> <p><u>Business rates</u></p> <p>1. Monitor Government position with business rates retention. Ongoing</p> <p>2. Provisional local government finance settlement due to be announced Dec 2022 -ongoing monitoring of impact.</p> <p>3. Monitoring of new legislative programme and announcements. Ongoing.</p> <p>4. Attendance at relevant seminars and briefings. Ongoing.</p> <p>5. Consideration of entering Business Rates Pool in 23/24.</p> <p><u>Rapidly rising costs</u></p> <p>1. Review and monitoring of costs and programmes/projects. Ongoing.</p> <p>2. Seeking external funding for projects e.g. decarbonisation of buildings and vehicle fleet, HLF application for Guildhall.</p> <p>3. Implementation of Re:FIT and grant funded decarbonisation projects.</p> <p>4. Financial Plan to consider suitable inflationary increase going forward, Dec 2022</p> <p>5. Allow for some earmarked reserves as part of closedown to cover additional costs that have materialised. Completed but ongoing monitoring.</p> <p>6. Ongoing development of staff regarding future supply chain resilience e.g procurement and corporate projects ("grow our own" approach).</p>

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SR2	Significant programmes/projects	Impact on the delivery of council services due to the failure of major programmes/projects. A major programme/project being any project that can cause significant financial, legal, reputational or compliance issues or prevent the council from delivering a strategic priority or key objective.  Principle risk approach: Avoidance/ Transfer/ <u>Mitigation</u> / Acceptance	Extreme	5	Almost certain	5	25	Major housing developments 1. Continue to consult with local groups. 2. Investment in additional sports facilities included in the project. 3. Ongoing monitoring of macro-economic issues such as Covid-19, EU Transition impact, inflation, etc. 4. Sales updates reported to Officer Major Projects Board. 5. Option for private rented market via West Norfolk Property Ltd. <u>Accelerated Construction Programme</u> 1. Individual grant per site with staged drawdown of funds to compartmentalise risk. 2. Utilising Modern Methods of Construction. 3. Performance framework agreed with Homes England with quarterly returns. 4. Delivery via Major Development Contract. <u>Major projects programme</u> 1. Project management principles applied with use of briefs, PIDs, risk, etc. 2. Officer Major Projects Board for approval of projects and oversight of delivery and involving senior officers representing key disciplines. 3. Member Major Projects Board oversight with updates to Audit Committee. 4. Use of external professional advisers on technical and professional matters e.g. architects, engineers, etc. 5. Broad programme agreed by Cabinet with updates via Cabinet briefings and to portfolio holders. 6. Due diligence undertaken on investments, partnerships, third parties, etc and recorded in contracts, reports, etc. 7. Skills development for project delivery teams. 8. Use of external funds to de-risk developments. 9. Change control logs, risk registers on Major Housing Projects. 10. Descoping, reprioritising and seeking alternative funding streams to address cost inflation. 11. New Executive Director post. 12. Independent business case assessments and subsidy control checks for Town Deal projects.	Major	Possible	12	New	Major housing developments Work on Nar Valley Park, NORA 4 progressing well. Cost price inflation mitigated by house price inflation. Sales progressing on key sites. Potential impact from Covid 19, EU transition and Ukraine war continue to create cost uncertainty. BofE forecast recession in 2023 and potential drop in house prices and demand although stimulus provided by Stamp Duty changes, low interest rates and new Government schemes. Supply side issues affecting the construction industry, pressure upon rental values and build rates via Covid-19 safe working practices. Help to Buy changed but due to end March 23. NORA4 sales ahead of that deadline. Without stimulation, the accessibility to buy may reduce demand as buyers may be unable to raise a sufficient deposit. Uncertain what the impact will be upon house price inflation. Increased inflation may affect viability and sites could stall with the onset of recession. This could impact the flow of affordable housing that is linked to these developments. Impact could be nuanced. <u>Accelerated Construction Programme</u> Complicated programme with many externalities outside of council's control. £1m additional funding provided by Homes England. Contracts being finalised. Additional funding sought from Homes England for upscaling MMC development. Due diligence on individual sites in progress. One site may be problematic. Output rates higher than traditional build equating to approx 7 units per month compared with 3. Market absorption rate to be considered alongside the major housing development sites. Parkway - used up ACP allocation - monitoring requirements ongoing. Hunstanton Bus Station is challenging, South End Rd and Salters Rd are progressing. <u>Major projects programme</u> Due diligence checklist in development covering site, legal, financial, communications, resource issues and development options. Wide range of external funds to de-risk development financing such as Town Fund, Levelling Up, Business Rates Pool, Accelerated Construction Programme, Coastal Revival Fund, etc. Change in focus of funding appears directed to 'shovel-ready' projects. Implications of Covid-19 impact on council's financial resources resulting in review of budgets and capital programme and re-prioritising projects to ensure sustainable, affordable programme going forward. Labour market challenges leading to potential risks around availability of required skills/competency/experience when recruiting e.g. project management. Macro-economic factors and consumer confidence not yet feeding through into local housing market but anticipated impact. Exploring options related to private rental housing and build to rent with consequent revenue stream. Jobs market has potential impact on availability of consultants and advisers to support bids for competitive Government funding further compounded by tight timescales. Interim Projects Technical & Delivery Advisor commenced Oct 2022.	Moderate	Unlikely	6	Major housing developments 1. Ongoing monitoring of demand pending change in Help to Buy, Mar 2022 2. Support to supply chain regarding training and skills. Ongoing. 3. Continual liaison with supply chain in area regarding future schemes and sites. Ongoing <u>Accelerated Construction Programme</u> 1. Deed of variations agreed with Homes England as timescales slip. <u>Major projects programme</u> 1. Consider succession planning, apprenticeships, etc as a future approach to minimising risks, Dec 2022. 2. New Executive Director post to be recruited. 3. Officer Project Development Group to be established and to include site specific due diligence, Dec 2022. 4. Inhouse development of client side project managers. Ongoing.

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SR3	Facilitating and enabling growth	<p>The inability of the council to facilitate and enable the market to deliver the council's growth agenda. This failure may reduce investment in infrastructure, inward investment, job opportunities, new housing and commercial development therefore impacting on communities and businesses.</p> <p>Principle risk approach: Avoidance/ Transfer/ <u>Mitigation</u>/ Acceptance</p>	Extreme	5	Almost certain	5	25	Major	Almost certain	20	New	Moderate	Unlikely	6	<p><u>Local employment</u></p> <ol style="list-style-type: none"> <li>Local Plan review - employment land (current allocated land is unviable due to need to raise levels).</li> <li>Ongoing monitoring of Levelling Up proposals and support to increase the numbers of people to fulfill roles at all skill levels post-Covid/EU Transition, Mar 22</li> <li>Apprenticeships/ training programmes encouraged within major housing contracts and sub-contractors, Mar 22</li> <li>Explore options for innovation centres, advanced manufacturing centres of excellence, etc through Government funding.</li> <li>Shared Prosperity Fund and development of West Norfolk Investment Plan to improve workbased skills programme. Autumn 2022.</li> <li>Consideration of Youth and Re-Training Pledge Project and broader role going forward.</li> </ol> <p><u>Empty retail properties/town centre decline</u></p> <ol style="list-style-type: none"> <li>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, Mar 2022</li> <li>Developing business cases for MUCH, Guildhall and Riverfront.</li> <li>Explore alternative purposes for King's Lynn Town Centre - Town Investment Plan viewing the town centre as a multi-purpose destination rather than just retail.</li> <li>Consideration of the housing element within King's Lynn town centre and contribution of LCWIP and ACC Towns Fund Project towards the 15 minute neighbourhood concept.</li> <li>Development of the car parking strategy.</li> <li>Repurposing of vacant town centre units for purposes such as leisure. Ongoing.</li> <li>Road infrastructure for the Enterprise Zone?</li> <li>LUF submission for replacement of Oasis, Hunstanton. Autumn 2022.</li> </ol> <p><u>5 year land supply, housing delivery and housing delivery test</u></p> <ol style="list-style-type: none"> <li>5 year plan.</li> <li>Work on the LDF to ensure the Council can evidence that sufficient land is available.</li> <li>Also approve applications to boost the supply in the short-medium term.</li> </ol> <p><u>Housing market</u></p> <ol style="list-style-type: none"> <li>West Norfolk Housing Company to take over any surplus housing stock to rent out until the market picks up.</li> <li>NORA Phase 4 - 50% of development will be rented properties to be available late spring/summer 2022 (WNP Ltd).</li> <li>A viability review of the market will be carried out before the decision to commence each phase is taken.</li> <li>Additional due diligence from East of England Talent Bank.</li> </ol> <p><u>Strategic land and property acquisition</u></p> <ol style="list-style-type: none"> <li>Continue to identify, and acquire, property/land for future development/investment. Failure to do so leads to the risk of missed opportunities and associated loss of potential income.</li> <li>Officer Major Projects Board in place to assist in coordination and oversight of developments.</li> <li>Member Major Projects Board.</li> <li>Land and property due diligence checks.</li> </ol> <p><u>West Winch/North Runcton Strategic Growth Area</u></p> <ol style="list-style-type: none"> <li>Project and programme management approach.</li> <li>Stakeholder engagement.</li> <li>Commissioning technical expertise.</li> <li>Communications and engagement support.</li> <li>Norfolk County Council undertaking the design and planning permission for the road.</li> <li>Successful bid approved by Norfolk Business Rate Pool.</li> <li>Link with Officer Major Projects Board.</li> <li>Project board established.</li> <li>External legal and professional advice.</li> <li>Periodic review of potential state aid issues.</li> <li>SOBC bid in for DfT funding for the road.</li> </ol> <p><u>Improvements to heritage buildings</u></p> <ol style="list-style-type: none"> <li>Identify and apply for relevant 3rd party funding.</li> <li>Most large investment projects for historic buildings have already been completed in the past.</li> </ol>

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						<p>3. Ensure provision is made in the Capital and Property Investment Strategy and Financial Plan to enable the Council to meet any fund matching required by 3rd party funding.</p> <p>4. HAZ Programme Manager in place (programme ends July 2022).</p> <p>5. Towns Fund projects; Guildhall, Riverfront and Public Realm</p> <p>6. Southgates masterplan.</p>					<p>property/investment opportunities in King's Lynn town centre and around the South Gates. Additional member led governance via Member Major Projects Board.</p> <p>Work ongoing to broaden the range of development tools available to the council including taking options on development sites. Prudential Code changes prohibit investment for commercial returns.</p> <p><u>West Winch/North Runcton Strategic Growth Area</u></p> <p>Project team meetings, meetings with partners, project management approach to scheme development and implementation, use of external support to provide technical support and capacity. Extensive stakeholder engagement with MPs, MHCLG, Homes England, etc. Bid submitted to the Norfolk Business Rates Pool to contribute towards outline planning for the site, an equalisation agreement and supplementary planning document. External professional advice sought upon issues such as state aid. Strategic Outline Business Case submitted by Norfolk County Council and awaiting decision. Extensive stakeholder engagement undertaken and scheduled for 2022.</p> <p>Local legal firms advising affected landowners experiencing skills and capacity challenges to support landowners. New requirements for Biodiversity Net Gain to be clarified. Ask from Homes England to be confirmed regarding gap funding and role as a land promoter/master developer.</p> <p><u>Improvements to heritage buildings</u></p> <p>The HAZ programme ended in March 2022 and no scheme related to heritage buildings has been completed. The opportunity through High Street HAZ was withdrawn as further opportunities did not materialise. Re-purposing work in the Town Investment Plan will not necessarily look at older at risk buildings. The preservation work on the Sommerfeld and Thomas warehouse (TIP) is the one of few projects to save historic assets.</p> <p>Activities related to the Guildhall and riverfront are covered within business cases under development for the Towns Fund and earmarked for significant investment in addition to public realm improvements. This will help mitigate risks regarding heritage assets.</p> <p>Southgates masterplan work progressing.</p>				

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SR4	Community issues	<p>The risk of various communities within the borough feeling excluded, disengaged or being unable to access available services and opportunities including, rural, deprived, minority and vulnerable communities and local businesses etc.</p> <p>Services and opportunities to include health and wellbeing, early intervention and prevention. Immediate and longer term economic and societal impact of Covid-19 global pandemic on BCKLWN communities.</p> <p>Principle risk approach: Avoidance/ Transfer/ <u>Mitigation</u> / Acceptance</p>	Extreme	5	Almost certain	5	25	Major	Almost certain	20	New	Moderate	Unlikely	6	<p><u>Community relations</u></p> <p>1. Housing availability for vulnerable residents. Ongoing.</p> <p><u>Preventing homelessness</u></p> <p>1. Asylum seekers - potential placings under review, Mar 2022</p> <p>2. Consider impact of proposed legislation on second homes (Review impact of second homes measures and exemptions within the Levelling Up Bill).</p> <p>3. Consideration to be given to re-examining social housing provision and exploration of measures to mitigate the reduction in private rented sector capacity. Refocus efforts on providing additional social and private rented housing. Now considering acquiring housing from third parties for both affordable and PRS given the acute need for both tenures. Ongoing.</p> <p>4. Refresh housing needs assessment, Spring 23</p> <p><u>Conflicting aims (with partners)</u></p> <p>1. Local Assurance Framework review for Town Deal Board, August 2022. Completed.</p> <p>2. Ensure comms focusing on neutral and factual stance and related to implementation of Govt policy. Ongoing</p> <p>3. Work with Hanseatic Union to implement and provide measures to support refugees and support in a neutral way. Ongoing</p> <p>4. Internal comms to be mindful of potential for tensions should the Council be perceived to be biased. Ongoing.</p> <p>5. Consider contingency plan for potential loss of Fenland care and repair contract. Dec 2022.</p> <p><u>Covid-19</u></p> <p>1. Provide ongoing support and staff for multi-agency Covid-19 response, Mar 2022. NRF stepped down.</p> <p>2. Ongoing Covid-19 safe measures in workplace. Ongoing.</p> <p>3. Review of hybrid working policy. Dec 2022.</p> <p>4. Prepare to react if local need arises e.g. in winter 2022 (similar to invoking loss of staff threat card).</p>

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SR5	Continuity of service	The council's ability to effectively respond to a major emergency and maintain that response without affecting essential day to day service delivery. The risk is to both the council as a business continuity issue and to our vulnerable communities.  Principle risk approach: Avoidance/ Transfer/ <b>Mitigation</b> / Acceptance	Major	4	Likely	4	16	Business continuity 1. Business Continuity Corporate Officer Group. 2. Incorporate Business Continuity into Risk Management systems. 3. Develop and test service specific plans across the Council. 4. Disaster Recovery Plan for ICT. 5. Business Continuity Policy and Strategy, Incident Response Plan, Invocation Process and Checklist in place and regularly reviewed. 6. Out of Hours Contact Card. 7. Office 365 deployment. 8. Tests of business continuity plans each year via Metis exercise. 9. ICT network and back up improvements to enhance resilience. 10. MHCLG provided additional funding for 2018/19 and 2019/20 for Brexit preparations. 11. Use of Citrix for remote access to ICT network 12. Staff training 13. Well established Business Continuity plans for critical services and reviewed annually 14. Covid 19 response capability developed in wave 1 and utilised throughout 2020/2021 15. Utilisation of remote meeting software <b>Emergency response (external)</b> 1. Borough Council is a member of the Norfolk Local Resilience Forum (NRF). 2. The NRF work together to develop emergency plans based upon the Norfolk Community Risk Register. 3. Norfolk Strategic Flood Alliance 4. Internal Audit review of emergency planning function. 5. Ongoing consideration of weather warnings and alerts	Major	Possible	12	New	Business continuity Covid 19 response scaled back to adapt to current position, service delivery returning to pre-Covid levels in some services although issues with backlogs, ongoing response and capacity in some services. Use of homeworking supported by ICT technology such as Citrix, Teams and Zoom, virtual meetings using Teams, Zoom and Youtube and communications activities. Hybrid approach continues. Ongoing health and safety measures under review by corporate health and safety reporting to Management Team as required. Ongoing pressures upon staff and resources in some services with possible risks arising from concurrent incidents (local, county or national). Enhanced risk to service provision in event of a major ICT failure see risks 1.5, 1.6 and 1.16. EU Transition (mainly re: food exports) and supply chain issues broadly assessed and not considered to pose a material corporate risk to the council are impacting upon some aspect of services and activities. Annual business continuity update provided to Audit Committee. Corporate Business Continuity Group completed the high level assessment and bronze plans reviewed. Monitoring Covid-19 infection rates across the district. Fuel outage in October 2020; business continuity threat card used and measures put in place to mitigate potential issues. Fuel issues fed into NRF multi-agency county group. Cyber security METIS exercise conducted in 2022. Extreme heat - work from home and dress code practices in place. More capacity to focus on BC issues following down grading of response to Covid-19. <b>Emergency response (external)</b> Active participation in Norfolk Resilience Forum (NRF) planning and exercising. Emergency plans are in place and were tested in January 2017 for a predicted tidal surge. Participation with NRF on EU Transition related planning. Tidal surge experienced in Oct 2019 with minimal impact. Flooding experienced in 2020 with response via agreed protocols and NRF. Covid-19 response ongoing but demonstrated organisation's response (officer and members) to a significant incident with learning to be identified. Internal Audit review ongoing on emergency planning function. Borough Emergency Plan reviewed and plans updated and reviewed as required. Norfolk Strategic Flood Alliance workshop in Oct 21 considered response and recovery.	Moderate	Unlikely	6	Business continuity 1. Internal Audit conducting a review of the emergency planning function, Mar 2022. 2. Planning for a new METIS business continuity plan test. Completed. 3. Consideration of hybrid working arrangements, Mar 2022. Completed. 4. Planning for METIS 22, anticipated Nov 2022. Ongoing. <b>Emergency response (external)</b> 1. Ongoing training to be provided to staff and staff updates, Dec 2022. 2. Ongoing review and dissemination of weather warnings, Dec 2022
SR6	Data management and security	Deliberate or unintentional loss/disclosure of personal, sensitive, confidential or business critical information or breach of information governance legislation.  Principle risk approach: Avoidance/ Transfer/ <b>Mitigation</b> / Acceptance	Extreme	5	Almost certain	5	25	Loss of ICT 1. Investment to protect remote sites. 2. Business Continuity Plan - document procedure for loss of ICT server in place. 3. Security policy to ensure data integrity. 4. Replication and manageability of live data storage off-site. 5. UPS installed with backup generator to feed an uninterruptible power supply with conditioning to include surge protection to the computer room. 6. Network improvements. 7. Increasing number of applications using cloud technology supported by agile working. <b>ICT failure of back up</b> 1. The testing programme of backups. 2. Business resumption plan in place. 3. An off-site storage facility in place. 4. Stand-by facilities to be provided. <b>Cyber security attack</b> 1. Best practice in regards to the Public Sector Network and Payment Card Industry standards are followed. 2. Necessary firewalls and filtering is in place. 3. Patching is kept up to date. 4. Staff and Members are regularly reminded to be vigilant and not click on links within emails from unknown sources. 5. National Cyber Security Centre advice issued 6. Norfolk cyber security cell 7. Extended support for Windows 7 8. Access controls for virtual meetings 9. Internal Audit review - rated "substantial" 10. Routine checks and scans by external party 10. E-learning software relating to cyber security.	Major	Possible	12	New	Loss of ICT A second site is now established at Fakenham and key data is replicated there. Staff can access data from home if necessary via Citrix and cloud based systems. The number of citrix licences was increased from 60 to 200 to enable more homeworking during the COVID pandemic. Internal Audit and the Business Continuity Corporate Officer Group are aware of this position and are satisfied that in the event of a disruption or emergency, this is manageable. Business Continuity task and finish group established to review current ICT infrastructure arrangements in light of the potential loss of King's Court; our main offices and the plan for decanting staff to various satellite offices. Phase one of this review has concluded and recommendations agreed at Management Team and the ICT Development Group with the implementation phase underway with a number of more resilient connections now in place. Work area recovery plan arrangements utilised to support social distancing measures at King's Court and ongoing response to Covid 19. Additional infrastructure works have been undertaken to support the response to COVID that will also provide further mitigation. <b>ICT failure of back up</b> There has been significant investment previously in the back-up system and process of off-site storage. There is a programme in place for backups and the testing of backups. The system has been reviewed and a new tape library has been deployed. <b>Cyber security attack</b> We are constantly reviewing the security of our ICT systems and are in contact with the Local Government Association, National Cyber Security Centre (including NCS Early Warning Service) and other relevant public sector organisations to act upon security intel where appropriate. We obtain other situational awareness through intelligence email alerts via being members of both CiSP (Cyber Security Information Sharing Partnership) and East of England NLA WARP (Warning, Advice and Reporting Point). With the heightened threat, our organisation has a range of ways in which to counter cyber security threats. We have the necessary cyber security deterrents in place such as malware antivirus, web proxy, and mail filter, multi-vendor AV protection and multi-factor authentication as well as other appropriate measures and have a strict software patch management regime. We undertake corporate business continuity planning scenarios annually and we undertook a cyber security exercise in 2022 as part of a business continuity 'metis' exercise. We have annual audits of our ICT security and penetration tests and a recent Cyber Security internal audit a few months ago gave 'substantial assurance' in our cyber security. Furthermore, a new Security Network Access Controller is to be installed to increase our levels of protection.	Moderate	Unlikely	6	Loss of ICT 1. Ongoing improvements to ICT network, Mar 2022 <b>ICT failure of back up</b> 1. Refresh/review back up tape library 2022/23. <b>Cyber security attack</b> 1. Additional proactive measures/software being researched, Mar 23 2. NCS Cyber Essentials being explored, Mar 23 3. Implementation of network access controller, Aug 2022 4. Cyber security insurance being explored for consideration.

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SR7	Corporate Governance	<p>The risk of failures in systems of governance within the council, within council owned/influenced organisations and partnerships and other collaboration arrangements, leading to governance issues, fraud and corruption, failures in management systems, poor policy and decision making.</p> <p>Principle risk approach: Avoidance/ Transfer/ <u>Mitigation</u>/ Acceptance</p>	Major	4	Likely	4	16	Major	Possible	12	New	<p><u>Due diligence</u> Innovative approaches to opportunities which arise are being developed where the potential to generate income is identified. There may be a need to engage external specialists if riskier investments are considered where the Council does not have the expertise in-house. Changes to the Prudential Code may impact upon the Council's future investment plans with an emphasis on robust business cases and plans. The Council has a contract in place to provide external expert VAT advice. Treasury Management advice regarding borrowing in light of uncertainties such as EU Transition. Emphasis is on robust plans. Project team meetings for key work streams; leisure, major projects, housing companies. Governance improvements being developed and implemented to respond to NWES lessons learnt report, notable practice regarding council owned companies and ongoing commercialisation. PWLB consultation concluded which excludes 'invest to yield' projects from scheme. Project due diligence checklist being developed for major projects. Focus is on delivering a balanced budget, initiatives that yield a return or a community benefit. Learning has been taken from other local authority saving programmes with many initiatives unsupported. The Local Assurance Framework for the Towns Fund involves independent appraisals, critical reviews and approvals from S151 officer. Reviewed Terms of Reference of the Member Major Projects Board.</p> <p>All members invited to briefing on the role of the Member Major Projects Board and approved projects.</p> <p><u>Fraud and corruption</u> Audit and Fraud Team work programmes are in place and progressing. Any instances of potential fraud are dealt with quickly. Audit work plans cover vulnerable areas of risk. The Anti-Fraud and Anti-Corruption Policy (formally approved by Council July 2021) as well as relevant webpages providing details of how to report fraud and corruption, Anti-Money Laundering Policy (now published in June 2020 and a corresponding webpage now live) and Whistleblowing Policy are up to date and reflect current good practice (including the Fighting Fraud and Corruption Locally 2020 Standards). A Senior Internal Auditor is in place covering the responsibility of Internal Audit and Fraud &amp; Corruption, with assistance from the Head of Internal Audit of Eastern Internal Audit Services with no impact on the delivery of the Council's audit plan. The Norfolk FraudHub is now fully implemented with regional/sub-regional partners where data matching exercises are undertaken frequently to assist in the detection of fraud and corruption within systems. Furthermore participation in steering group meetings to share best practices and emerging threats and new methods of preventing, detecting and deterring fraud. The FraudHub includes additional benefits such as Premium Data matching activities and access to "AppCheck" software for vetting applications for potential fraudulent applications. Preventative measures are being developed to reduce the numbers of those in debt and arrears. Data matching activities also now include matches against HMRC data. As a result of the Covid-19 pandemic, access has been granted for pre and post checking of Covid-19 Business Grants to the Government Counter Fraud Function's "Spotlight" tool to assist in preventing and detecting fraud and corruption. A recent Fighting Fraud &amp; Corruption Locally Checklist assessment has been undertaken in January 2022 resulting in the identification of any gaps/areas of improvement which are being followed up, such as training packages to be rolled out to staff and members on fraud and corruption. Participation in national NFI exercises and the annual Flexible Matching Service exercise (including Premium Matching Service). Membership of the National Anti-Fraud Network for the purposes of undertaking debtor/absconder tracing activities and furthermore intelligence checks and obtaining evidence for the purposes of fraud and corruption investigations. Joint working partnership agreements are in place with the DWP regarding Council Tax Reduction Scheme frauds and other benefit fraud. Internal Audit have devised a Fraud Risk Register to assist in determining the fraud risks faced across each service area of the authority and to help identify any mitigation that is in place or additional controls to be considered. Participation of the Cabinet Office FraudHub user group to help steer the innovation of anti-fraud, anti-corruption and Debtor/Absconder Tracing software and data matching processes. Participation in UK Finance Protective Scheme in response to increase in fraud relating to COVID business grants. A review is currently being undertaken of Financial Investigation provisions, with a memorandum of understanding currently being developed. The Council has responded to additional requirements arising from Covid payments and funding through the creation of 2 fixed term posts in Revs and Bens supported by new burden funding.</p> <p><u>GDPR</u> Assessment of data transfer issues undertaken as part of Brexit planning - no issues identified Oct 2019. Internal Governance officer group has been established and pre Covid met on a quarterly basis. E-form has been developed and published so breaches can be reported in a consistent format, making it easier for Eastlaw to assess the seriousness of the data breach. Governance group to be re-established following legal services returning inhouse and a new team being recruited.</p>	Moderate	Unlikely	6	<p><u>Due diligence</u> 1. Programme of statutory officers meetings scheduled on a monthly basis. 2. Council companies review planned for consideration by Corporate Performance Panel and Cabinet, Sept 2022 3. Review how Officer Major Projects Board operates. 4. Workshop with Member Major Projects Board to consider performance reporting for projects and ongoing requirements. Workshop held but reporting format and post project evaluation/lesson learnt in development. 5. Officer Project Development Group, Dec 2022. 6. Reviewing cost management and income generation programme (links to Risk SR1 - Financial sustainability)</p> <p><u>Fraud and corruption</u> 1. Full year update to Audit Committee, June 2022. Completed. Reporting developments requested by Audit Committee - annual report. <u>GDPR</u> 1. Paper considered by Management Team to highlight some pertinent aspects of DP / GDPR, including the need to review Information Asset Assistants now the Assistant Directors are in post. 2. Re-establish governance meetings, Sept 22</p>

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			Impact	Likelihood	Score		Impact	Likelihood	Score			Impact	Likelihood	Score			
SR8	Reputation management	The risk that the council's reputation is damaged by major service failure, failure to respond to a significant incident(s), governance issues, dispute with a key partner, failure to deliver corporate business plan.  Principle risk approach: Avoidance/ Transfer/ <b>Mitigation</b> / Acceptance	Major	4	Almost certain	5	20	Reputation management 1. Media spokespeople are trained. 2. Protocols implemented. 3. Staff trained to spot opportunities and potential threats. 4. Social Media Guidelines and training in place. 5. Additional comms resources. <b>Council reputation</b> 1. Proactive inspection and enforcement programmes. 2. Appropriately qualified and experienced staff employed. 3. Training programmes for relevant staff. 4. Incident Response Plan. 5. Liaison with external audit. 6. Use of independent inquiry and publication of lessons learnt reports - leading to enhanced policy and practices to reduce future risks and errors. 7. Communications support and additional resources. 8. Contract monitoring and management. 9. Identification of contract risks. 10. Redeployment of existing staff. 11. Use of external, independent experts e.g. subsidy control assessments, business case development. 12. Full time monitoring officer in post - improved capacity and support. 13. Cyber security arrangements (see risk SR6 - Data management and security)	Moderate	Likely	12	New	Reputation management Communications team continues to promote positive news, to respond effectively to media enquiries and to rebut inaccurate reporting. Social media and the use of cameras on smart devices have changed the landscape of communications, leading to the need for increasingly quick responses required by agreed spokespeople. Protocols to be updated accordingly to reflect the changing nature. Spikes in media attention arising from specific events. Protocols to be reviewed in the light of Covid 19 and training for Members is to be scheduled. Extra resource to support Comms activities across the organisation. Anticipating an increase in enquiries and challenges as borough election approaches. <b>Council reputation</b> Key activities have been identified as part of service planning. Staff qualifications and any resulting training requirements are reviewed as part of the PRP process. Inspection and enforcement regimes are in place and monitored for performance and records kept. Risk assessments undertaken where appropriate. Ongoing comms relating to key issues and events. Consultation and engagement support e.g. Towns Fund. Recruitment challenge and staffing of posts requiring specialist skills and qualifications being considered and linked to pay policy. Fire and water challenges/response to community issues during the July 2022 heat wave. Potential comms issues arising from pursuing commercial rent arrears (parameters limited by Covid related legislation).	Moderate	Unlikely	6	Reputation management 1. Continue to review ongoing comms requirements, Mar 2023 2. Member induction plan developed, Dec 2022 <b>Council reputation</b> 1. Preparation of METIS exercise feedback report and consideration of recommendations. 2. Where resources allow, consider enhancing presence on national stage e.g. Speaking at conferences, awards, etc. Ongoing.
SR9	Organisational change	Ensuring that the council, its members and its workforce have the skills, resources, ability and capacity to adequately respond to current and future organisational change meaning the council is able to deliver its services in the most efficient and effective manner.  Principle risk approach: Avoidance/ Transfer/ <b>Mitigation</b> / Acceptance	Extreme	5	Almost certain	5	25	Capacity 1. Arrangements with other councils. 2. Use of agency and interim staff. 3. Improve staff resilience/ cross training. 4. Service and management restructures and related recruitment and development. 5. Absence management. 6. Use of apprentices and intern from UEA (position subsequently established as permanent role). 7. Use of external support for Towns Fund business case development, subsidy control and independent appraisal. 8. Review of Planning resource and additional posts. 9. New Executive Director post. 10. Restarted management development programme. 11. Progression scheme. <b>Channel shift</b> 1. Engage with the operational staff and systems admin, who understand the back office system. 2. Robust project plans that are monitored independently. <b>Pay pressures</b> 1. The Government's public sector pay restraint has had an impact on recruitment and retention for some Council services. Government starting to relax its previous public sector pay policy in certain areas which could have a further impact on our ability to recruit and retain suitably qualified and experienced staff in certain areas. This in turn could prompt the need to review local pay arrangements, with associated financial implications. Government policy for 2021 was a pay freeze in the public sector. 2. Ongoing monitoring of Government public sector pay policies.	Major	Almost certain	20	New	Capacity Established training regime to enable colleagues to cover for each other's absences. Management restructure agreed April 2022 with additional Exec Director being recruited. UEA intern to support climate change footprint and policy development. Following end of national Covid-19 measures most services/operational delivery returning to normal levels however some services (frontline and back office) have backlogs and new Government initiatives may require additional capacity e.g. Ukraine response. Additional resources to focus on communications and enforcement of flytipping. <b>Channel shift</b> Focus over 2021/22 has been on Covid-19 response to support flexible working. Work is concentrating on customer facing aspects initially to engage fully with the public and reduce the need for more staff intensive means of communication, such as telephone enquiries. Locality offices closed, moving customer contact to telephones/online which are more cost effective methods. Work is ongoing with Environmental Health to achieve full integration with IDOX. 97% satisfaction with digital services at year end 2019/20 increased to 99% in 2020/21. Covid-19 resulted in more customers using digital services. Number of digital and self-service transactions (web chats, online forms and Myaccount) benchmarked against pre-Covid 19 levels: , 38,642 (2019/20), 43,870 (2020/21) 40,371 (2021/22). <b>Pay pressures</b> Continue to closely monitor the Government's public sector pay policy and pay settlements agreed in the wider public sector/private sector. Provision for some movement in pay costs has been included in the financial plan. Mitigation elements include pay policy, growing our own, succession planning, early recruitment and identification of skills. Pay Policy statement for 2021 to be agreed when position on cost of living award is determined. National pay settlement for 2020 was not agreed until early autumn. The council had already implemented its local pay award and will consider any implications from the 2020 national settlement when it prepares the 2021 award. Position regarding 2021 cost of living settlement is currently unclear and further information is unlikely until after the May elections. There is a timing risk related to determination of local pay award arrangements and national pay agreement. Agreed local pay settlement for 2021. Govt position on public sector pay changed. Position going forward is unclear but will develop proposals in 2022. Local proposal had been developed but national proposals need to be considered in the determination of the local pay offer and impact upon the financial plan.	Moderate	Unlikely	6	Capacity 1. Review recruitment issues. Ongoing and responsive to requirements and market conditions. 2. Considering progression schemes across service areas. Ongoing. <b>Channel shift</b> 1. Migration to Office 365, Mar 23 2. Developing Microsoft Sharepoint InSite linked to the cloud, Mar 23 3. Engaging with staff re: developments to Insite to improve internal comms and document sharing, Mar 23. 4. Learning workshops for ICT staff on Sharepoint, Mar 23 5. Review of different methods of interaction with customers with different services, Mar 23. <b>Pay pressures</b> 1. Monitoring of national pay award. Ongoing. 2. Some roles requiring particular qualifications are being considered in advance of future recruitment, Mar 22 3. Appropriate allowances for pay to be made within the budget and financial plan. Ongoing. 4. Monitoring of recruitment challenges and introduction of progression related award. Ongoing 5. S151 Officer to review the financial implications and identify funding of the proposals. Aug 22
SR10	Climate change mitigation and adaptation	Inability to mitigate and adapt to climate change - increased coastal erosion and flooding and failure to meet net zero target with consequent reputational issues.  Principle risk approach: Avoidance/ Transfer/ <b>Mitigation</b> / Acceptance	Major	4	Likely	4	16	Flood management and coastal erosion 1. Shoreline Management Plan (SMP), Wash East Coast Management Strategy, Hunstanton Coastal Management Plan, East Wash Community Interest Company 2. Repairs & maintenance programme 3. Procurement practices 4. Health & Safety checking and monitoring 5. DEFRA funding of capital schemes (should we meet criteria) 6. Coastal monitoring - Anglia Coastal Monitoring Group 7. Control of coastal management schemes through procurement and regular checking 8. Beach recycling undertaken annually 9. Capital programme and emergency repairs reserve 10. Corporate/service planning 11. Joint work with EA and local businesses to fund repairs 12. Local Plan Policy DM18 13. Inter-agency flood group 14. Flood Water Management Officer appointed. 15. Norfolk Strategic Flood Alliance. 16. Drains along promenade jetted and cleansed. 17. 6 monthly stakeholder group with NNDC and GYBC (Old Hunstanton to Yarmouth coastline - Norfolk Coastal Members Board). <b>Carbon emissions</b> 1. Climate change emergency declared, policy approved and	Major	Possible	12	New	Flood management and coastal erosion Capacity issues in short term due to Covid-19 response and staff resourcing. Planning policy being reviewed as part of Local Plan review. New post - Flood Water Mgt Officer start in Dec 2021. Norfolk Strategic Flood Alliance started in April 2021. Cliff monitoring and report completed and published June 2021. Wash Trends report published. 4D radar survey for Hunstanton area. Ongoing work with Lead Local Flood Authority and other agencies re: flooded properties. <b>Carbon emissions</b> 2019/20 council carbon audit completed. Borough wide data analysed for 2017/18 and 2018/19. Policy approved in October 2020 and detailed strategy/action plan to follow in 2021 informed by policy, budget considerations and national policies on green elements to recovery. Council electricity contracts switched to renewable power. King's Reach tree planting project in 2019/20. King's Lynn Transport Study recommendations in progress. Capacity diverted to Covid-19 response and recovery. Successful bids to Green Homes Grant Local Authority Delivery fund via Norfolk Warm Homes Partnership. Supporting local bid to Social Housing Decarbonisation Fund Demonstrator scheme. Build standards for latest major housing project to include EV charging and solar PV on identified properties within the scheme. Two successful bids to the Public Sector Decarbonisation Scheme for £3.8m of improvements to heating systems in council buildings. £1m budget allocated over 4 years to support strategy implementation. UEA intern for 12 months. Audit of council emissions published. Third submission to PSDS. High level assessment of properties underway. Two CRF bids approved and being progress via Norfolk Climate Change Partnership. Ongoing leadership and support to NCCP, including website creation and maintenance. Ongoing updates	Moderate	Unlikely	6	Flood management and coastal erosion 1. Undertake emergency repairs to prom completed as required. Ongoing repairs completed as required. 2. Wash East Coast Stakeholder Group event held Oct 2021 and Mar 22. Next meeting May 2022. Meets six monthly. 3. Joint groyne survey with Environment Agency, Jan 22. Joint paper to Management Team regarding future work programme. 4. Groynes refurbishment works to be completed 2022/23. 5. Establish stakeholder group with NNDC and GYBC (Old Hunstanton to Yarmouth coastline). RFCC considering similar group for remaining Wash area (Lincolnshire/Norfolk group). 6. Tender issued for preventative maintenance on flood gates, Aug 2022. 7. Participation in Norfolk Strategic Flood Alliance. 8. DR chairing multi-agency flood group considering Station Road, Heacham. 9. Promenade Condition Survey to be completed 22/23 to update 2018 survey. Ongoing. 10. Wash East Coast Management Strategy funding group. Ongoing. <b>Carbon emissions</b>



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						strategy/action plan 2. Corporate Officer Group 3. Norfolk Climate Change Partnership 4. Local Plan policy 5. Cabinet report template 6. Permanent Senior Climate Change Officer post 7. University of East Anglia student projects to inform policy and strategy development 8. Tree strategy and funding 9. Annual carbon audit 10. Borough wide report based on BEIS data 11. Use of 100% renewables for electricity consumption 12. Re-fit programme to improve efficiency of council buildings 13. Solar power generation equipment on several council properties 14. Lease car scheme mandates hybrid or better 15. Electric charging points at St James' multi-story car park 16. Engagement with interested parties 17. Reducing business miles via home and agile working 18. Application and deployment of Government grant funding for projects. 19. £1m funding to support climate change strategy					to BCKLWN website and climate change content. Planning for and commissioning of Norfolk Chambers of Commerce for Expo 22. Planning for Solar Together 2022. Engagement plan drafted with Comms. 8 council sites under consideration for solar PV. Treen and green habitat strategy in development. Discussions with National Farmers Union regarding lowland peat and awaiting national strategy to be published. Fleet review with Energy Saving Trust being progressed in 22/23.				1. High level assessment of council estate, Summer 2022 2. District wide BEIS data analysis to be published, Dec 2022. 3. Energy Saving Trust fleet review, Autumn 2022. 4. Planning for Solar Together project, Summer 2022	
SR11	Statutory compliance	Implementation and maintenance of statutory compliance management systems. E.g. health and safety, service related legal obligations  Principle risk approach: Avoidance/ Transfer/ <u>Mitigation</u> / Acceptance	Extreme	5 Likely	4	20	1. Health, Safety & Welfare General Policy in place. 2. Corporate H&S Action Plan reviewed by Management Team and Joint Safety & Welfare Committee on a regular basis. 3. A training programme is ongoing to raise awareness and update knowledge/skills. 4. Independent assessments are carried out to identify any risks. 5. Corporate Officer Group- Health and Safety. 6. Departmental health and safety policies. 7. Departmental risk assessments. 8. Preventative maintenance contracts in place. 9. Assessment of contractor risk assessments. 10. Procurement assessment of tenders. 11. Welfare officer and related external support. 12. Personnel policies and practices. 13. Stress risk assessment as part of annual performance review. 14. Reminders on local requirements for self-isolation. 15. Covid-19 secure risk assessments.	Major	Possible	12	New	Annual play area inspection by ROSPA, July 2020. Covid 19 guidance considered by Norfolk Resilience Forum delivery groups, internal Gold group and Management Team and through corporate health and safety in response to national and industry guidance. Comms campaigns to support changes to services and practices. As a company, Alive Leisure has its own health and safety policy. Bespoke refresher training for SMT in November 2021 on H&S responsibilities.	Moderate	Unlikely	6	
SR12	Council owned companies	Managing performance, finances, liabilities and the relationship between the Council and its wholly owned companies in accordance with the governance agreements.  Principle risk approach: Avoidance/ Transfer/ <u>Mitigation</u> / Acceptance	Major	4 Likely	4	16	<u>Corporate</u> 1. Review of arrangements considered by Cabinet in November 2022. <u>'Alive West Norfolk</u> 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. Unit4 - Financial ledger used by AWN. 7. Revised business plan 2021 and monitoring to assess progress. 8. AWN Strategy agreed by AWN Board April 21 9. AWN Operational plan aligned to Strategy April 21 10. National Leisure Recovery Grant of £636k used to support AWN during 20/21 11. Culture Recovery fund of £223k used to support AWN during 20/21 12. Reviewing the management agreement to reflect financial implications. 13. Regular financial monitoring and updates reported to AWN Board.	Major	Possible	12	New	<u>Corporate</u> Report from Anthony Collins Solicitors considered by Cabinet with recommendations to be formally considered by CPP and Cabinet in Nov 2022. Action plan developed to support required changes.  <u>Alive West Norfolk</u> Company operational July 2019. Internal Audit reviewing project to identify gaps. Confirmation of Government partial compensation for loss of income. Alive Corn Exchange awarded £247,690 from Government's Culture Recovery Fund. Facilities and services operational following lifting of national Covid-19 restrictions. Energy costs are met by the council. Company has mitigation plans in place for water treatment. No signs of a reduction in customer demand arising from pressures on household disposable incomes. Business plan assumptions impacted by rising costs including pay awards. AWN Board responsibility to make operational decisions and have regular dialogue with BCKLWN regarding business plan, management fee and ongoing financial issues. Role of Internal Audit in assessing compliance with guidance on council companies and governance mechanisms such as shareholder agreements, business plan, financial arrangements, SLAs, etc. Internal Audit plan going forward 2024. Financial implications for AWN linked to pay award. Management agreement may need to be revisited.	Moderate	Unlikely	6	<u>Corporate</u> 1. Cabinet consideration of Anthony Collins Solicitors report and recommendations, Nov 2022. 2. Implementation of action plan, 2023.

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SR13	Contract/ Supply failure	Managing contracts with key suppliers to ensure the continued delivery of an effective service and ensure delivery of the council's priorities and objectives.  Principle risk approach: Avoidance/ Transfer/ <b>Mitigation</b> / Acceptance	Major	4	Likely	4	16	Waste collection 1. Effective contract monitoring and management. 2. Substantial dialogue with the waste collection contractor and three clients over the long term aspirations.	Major	Possible	12	New	Waste collection New contract and Serco commenced April 2021 with operations following the Serco collection model; reorganised collection rounds in liaison with KLWN and Breckland. All of the vehicles delivered. Active contract management being used to ensure high level outcomes are achieved. High level discussions continue with Serco across the 3 authorities to ensure the delivery and success of the contract. County Waste disposal arrangements are favourable. New working arrangements with County Waste Disposal will see enlarged transfer station and de-risk access to the transfer station in the future. Annualised uplift mechanism in contract to respond to inflation. Internal Audit of the contract underway. Engagement by the three councils at a strategic level to meet the long term aspirations of all parties to the contract. Serco insurance cover for employment liability and public liability is not compliant with the £10m required for each in the contract. This is being resolved by the supervising officer (Breckland DC). High level of turnover in senior contract managers. Discussions with Serco chief officers to outline concerns and issues.	Moderate	Unlikely	6	Waste collection 1. Internal Audit of the contract with report to Audit Committee. October 2022. 2. Updates to Corporate Performance Panel. October 2022.
SR14	Cost of living	The cost of living crisis caused by rapidly rising inflation (energy, food, household items, etc) and interest rates may result in more families and households experiencing poverty and unemployment, which may lead to increased levels of service demand on the Council and place additional pressure on front-line services, staff and councillors.  Principle risk approach: Avoidance/ Transfer/ <b>Mitigation</b> / Acceptance	Major	4	Likely	4	16	1. Standing item on Management Team. 2. LGA cost of living hub <a href="https://www.local.gov.uk/our-support/safer-and-more-sustainable-communities/cost-living-hub/cost-living-external-resources">https://www.local.gov.uk/our-support/safer-and-more-sustainable-communities/cost-living-hub/cost-living-external-resources</a> 3. Corporate officer team established. 4. Promotion of fuel oil group buying scheme. 5. Promotion of Solar Together group buying scheme. 6. Promotion of national grants e.g. boiler upgrade scheme. 7. Externally funded projects to fully fund insulation in targetted properties. 8. "Beat your bills" events across the borough.	Major	Almost certain	20	New	Corporate officer established lead by Assistant to Chief Exec. Promotion of schemes to reduce energy costs e.g. fuel oil buying and installation of solar PV and battery storage. "Beat your bills" events held across borough in Sept 2022. Collaboration with Norfolk Warm Homes to encourage targetted take up of fully funded insulation. Promotion of national boiler upgrade scheme via BCKLWN website.	Moderate	Unlikely	6	1. Promotion of Solar Together Scheme. Applications for 22/23 closed on 27 Sept 2022. 2. "Beat your Bills events". Held in Hunstanton, 30 Sept, Downham Market, 7 Oct and King's Lynn, 14 Oct 2022. 3. Officer Working Group. First working group held on 18 Oct 2022. Ongoing.