

Ref	Risk title	The risk is that:	Existing Mitigation and Controls	Target risk			Previous risk score (May 2023)			Planned mitigating actions	Progress at Aug 2023	Within risk appetite?	Current risk score (Aug 2023)			Trend (compared with last review)
				Impact	Likelihood	Score	Impact	Likelihood	Score				Impact	Likelihood	Score	
SR1	Financial sustainability	Ineffective management of finances leading to a lack of financial resilience as government funding reduces and demand increases.	<p>Cost management and income generation</p> <ol style="list-style-type: none"> 1. Actively involve staff and Members in designing the cost management and income generation programme. 2. Maintain open channels of communication on plans/ proposed changes. 3. Keep staff and members informed of how the budget reductions are being managed. 4. Budget monitoring reports. 5. Finance is a standing item on Senior Leadership Team and Cabinet Briefings to align with the annual financial estimates cycle. <p>Financial Plan</p> <ol style="list-style-type: none"> 1. A review of the costs and provision of all services will continue with the aim of mitigating costs where possible and other opportunities to improve the financial position. 2. Attendance at consultation updates from LGA / DLUHC / CIPFA. 3. Budgets will be monitored/reported against estimates on a regular basis. 4. Balanced and funded budget to 2024/25. 5. Capital and property investment strategy and related monitoring process. 6. At year end, planned and unplanned savings transferred to General Fund balance to adapt to reduction in central government funding. 7. Cabinet and SLT away days to focus on financial management. 8. Budget presentations to council panels. 9. 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. 10. Reviewing earmarked reserves to ensure we have sufficient funds to deliver corporate objectives. <p>Pension Fund</p> <ol style="list-style-type: none"> 1. 3 year valuation and 30 year plan. Next review 2025/26. 2. We have taken advantage of the one of lump sum in 2022/23. <p>Business rates</p> <ol style="list-style-type: none"> 1. Memorandum of Understanding determines allocation of funding from Norfolk Business Rates Pool. Local funding allocation will support priorities. 2. Continue to monitor potential areas of risk and work with LGA and business rates specialists where possible. 3. Continue working with major businesses to reduce the possibility of closure. 4. Ongoing monitoring of appeals and provision made to respond. Business Rates revaluation being undertaken in 2023, grant anticipated to cover losses to the council. 5. S31 grant provided to offset shortfall in income. <p>Rapidly rising costs</p> <ol style="list-style-type: none"> 1. Cost management, fees and charges reflect full cost recovery and income generation activities. 2. Descoping elements of projects. 3. Phasing and reprioritisation of projects. 4. Use of external funding for projects. 5. Installation of efficient heating and lighting systems. 6. Generation of electricity through solar PV. 7. Lobbying through LGA/DCN for funding settlement. 8. Revisit financial plan to account for cost increases. 9. Use of some earmarked reserves. 10. Ongoing monitoring of issues and advice from Treasury experts. 11. Robust contracts. 12. Provision of inflation within cost plan estimates for projects e.g. major housing projects. Towns Fund projects. 13. Hybrid working policy enables some employees and members to minimise travel costs. 14. Advantageous funding agreements with third parties e.g. New Anglia LEP. 15. Lobbying in respect of IDB levies burden to the Council. 16. Consideration and monitoring of energy cost reductions and link to MTFS. 17. Review earmarked reserves. 	Moderate	Unlikely	6	Major	Almost certain	20	<p>Cost management and income generation</p> <ol style="list-style-type: none"> 1. Cost management plan in development. Will be taken back to SLT once estimated costs and timescales agreed with ADs. To agree plan for taking forward and implementing. <i>Initial discussion between Cabinet and SLT, Oct 2023.</i> <p>Financial Plan</p> <ol style="list-style-type: none"> 2. Approach to budget setting and workshop themes being developed including wider engagement with SLT and elected members. Outline timetable for this work. 3. Dates to be agreed for Non-domestic rate payer consultation, IDB meetings, member briefings and presentations, staff presentations ahead of Council Feb 2024. <p>Pension Fund</p> <ol style="list-style-type: none"> 1. Attend relevant briefings and workshops as required to understand announcements on Government funding and policy. Ongoing. <p>Business rates</p> <ol style="list-style-type: none"> 1. Monitor Government position with business rates retention. Ongoing 2. Provisional local government finance settlement announced Dec 2023 -ongoing monitoring of impact. <i>Autumn Statement may give an indication on 22 Nov 2023.</i> 3. Monitoring of new legislative programme and announcements. Ongoing. 4. Attendance at relevant seminars and briefings. Ongoing. 5. Consideration of entering Business Rates Pool in 24/25. Ongoing. <p>Rapidly rising costs</p> <ol style="list-style-type: none"> 1. Review and monitoring of costs and programmes/projects. Ongoing. 2. Seeking external funding for projects e.g. decarbonisation of buildings and vehicle fleet, Funding for Guildhall project. Ongoing. 3. Post project monitoring and reporting of ReFIT framework and PSDS projects. Ongoing. 4. Financial Plan to reflect any inflationary increases going forward to be agreed by Council Feb 24. 5. Allow for some earmarked reserves as part of closedown to cover additional costs that have materialised and direct to General Fund reserve. Ongoing. 6. Ongoing development of staff regarding future supply chain resilience e.g procurement and corporate projects ("grow our own" approach). 7. Reviewing resources to ensure sufficient capacity to deliver corporate objectives. Ongoing. 8. Further review of earmarked reserves to support funded budget position of year 3 of the financial plan to be completed August 2023. <i>One third identified so far. Ongoing.</i> 9. <i>Additional resource to support Cost Management and Income Generation plan. Ongoing.</i> 	<p>Cost management and income generation. Budget approved in Feb 2023, focus for the next 6 months is on the income generation and cost management plan.</p> <p>Financial Plan</p> <p>Budget approved in Feb 2023, funded budget for years 1, 2 and 3 of the financial plan with a gap in year 4. Volatility with economy due to inflation and interest rates and is closely monitored to understand the impact on the financial plan in later years. Further uncertainty with Government funding and policy related to forthcoming general election. Pay award for 23/24 implemented.</p> <p>Pension Fund</p> <p>Council agreed to one off lump sum payment to secure savings in the financial plan. Annual contributions remain the same in percentage terms and reflected in the financial plan. Position fully documented in the annual Statement of Accounts.</p> <p>Business rates</p> <p>Continue to be part of the Business Rates pool in 2024/25. Re-valuation implemented from 1 Apr 2023 and Government has thresholds and transitional reliefs to protect small businesses from significant increases. 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>Rapidly rising costs</p> <p>Impact across many risks and projects. Interest rate rises have increased investment returns but the opportunity costs of investing in projects has also increased. 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. Ongoing monitoring of interest rates and inflation rate upon projects and budgets.</p>	No	Major	Almost certain	20	Same

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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.	<p>Major housing developments</p> <ol style="list-style-type: none"> Continue to consult with local groups. Investment in additional sports facilities included in the project. Ongoing monitoring of macro-economic issues such as Covid-19, EU Transition impact, inflation, etc. Sales updates reported to Officer Major Projects Board. Option for private rented market via West Norfolk Property Ltd. <p>Accelerated Construction Programme</p> <ol style="list-style-type: none"> Individual grant per site with staged drawdown of funds to compartmentalise risk. Utilising Modern Methods of Construction. Performance framework agreed with Homes England with quarterly returns. Delivery via Major Development Contract. <p>Major projects programme</p> <ol style="list-style-type: none"> Project management principles applied with use of briefs, PIDs, risk, etc. Officer Major Projects Board for approval of projects and oversight of delivery and involving senior officers representing key disciplines. Member Major Projects Board oversight with updates to Audit Committee. Use of external professional advisers on technical and professional matters e.g. architects, engineers, etc. Broad programme agreed by Cabinet with updates via Cabinet briefings and to portfolio holders. Due diligence undertaken on investments, partnerships, third parties, etc and recorded in contracts, reports, etc. Skills development for project delivery teams. Use of external funds to de-risk developments. Change control logs, risk registers on Major Housing Projects. Descoping, reprioritising and seeking alternative funding streams to address cost inflation. New Executive Director post. Independent business case assessments and subsidy control checks for Town Deal projects. Trainee Project Officer and Clerk of Works recruited. 	Moderate	Unlikely	6	Major	Possible	12	<p>Major housing developments</p> <ol style="list-style-type: none"> Support to supply chain regarding training and skills. Ongoing. Continual liaison with supply chain in area regarding future schemes and sites. Ongoing <p>Accelerated Construction Programme</p> <ol style="list-style-type: none"> Deed of variations agreed with Homes England as timescales slip. Ongoing. <p>Major projects programme</p> <ol style="list-style-type: none"> Consider succession planning, apprenticeships, etc as a future approach to minimising risks, Dec 2022. Trainee Project Officer and Clerk of Works recruited. Inhouse development of client side project managers. Ongoing. <i>New programme and project management resources under consideration by Senior Leadership Team.</i> <i>Consider capitalisation of project costs and project scopes. Ongoing.</i> 	<p>Major housing developments</p> <p>Sales completed on NORA 4. Remaining site 1 month behind programme due to historic supply issues. Cost price inflation mitigated by house price inflation. Sales completed on key sites. Supply side issues affecting the construction industry, rental values increasing due to shortage of properties. Increased inflation may affect viability and sites. This could impact the flow of affordable housing that is linked to these developments. <i>Onsite on Parkway in July 2023.</i></p> <p>Accelerated Construction Programme</p> <p>Due diligence on individual sites in progress. Hunstanton site removed from ACP and negotiations ongoing with Home England regarding financial matters. Parkway - used up ACP allocation - monitoring requirements ongoing. South End Rd, Hunstanton (<i>behind programme</i>) and Salters Rd are progressing.</p> <p>Major projects programme</p> <p>Due diligence process established. 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. Labour market challenges leading to potential risks around availability of required skills/competency/experience when recruiting e.g. project management. 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.</p> <p><i>Additional capacity has been established within the corporate procurement team plus additional project management capacity for Town Deal projects. Recruitment is a continuing challenge. Key staff are employed on fixed term contracts. Consistency and continuity is an issue. New resources under consideration by Senior Leadership Team.</i></p> <p><i>There is a highly competitive labour market for project and programme management skills, capabilities, etc. Given financial constraints upon the council's revenue budget capitalisation of costs and project scopes will be reviewed.</i></p>	No	Major	Possible	12	Same

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SR3	Facilitating and enabling growth	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>Local employment</p> <ol style="list-style-type: none"> 1. KLIC and related skills & training initiatives with partners and business sectors. 2. The release of Council owned 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. 7. Nar Ouse Business Park Enterprise Zone development. 8. Use of external funds to de-risk developments. 9. Gas main diversion completed at Nar Ouse. 10. Towns Fund Youth and Retraining Pledge project. 11. Norfolk Devolution Deal. 12. UK Shared Prosperity Fund and Rural England Prosperity Fund. 13. <i>Marketing plan for Nar Ouse and Downham Market.</i> <p>Empty retail properties/town centre decline</p> <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, Levelling Up, etc. 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. 11. Change in use class Order E. 12. Town Investment Plan. 13. Brownfield land within town centres released for housing. 14. Towns Fund approved business case for Active and Clean Connectivity, Public Realm improvements, Guildhall, MUCH and Riverfront. <p>5 year land supply, housing delivery and housing delivery test.</p> <ol style="list-style-type: none"> 1. 5 year plan (subject to delivery of Parkway and Lynnsport 1 developments). 2. Work on the LDF to ensure the Council can evidence that sufficient land is available. 3. Also approve applications to boost the supply in the short-medium term. <p>Housing market</p> <ol style="list-style-type: none"> 1. West Norfolk Property Limited able to take over any surplus housing stock to rent out until the market picks up, if needed. 2. NORA Phase 4 - 50% of development will be rented properties. 3. A viability review of the market will be carried out before the decision to commence each phase is taken. <p>Strategic land and property acquisition</p> <ol style="list-style-type: none"> 1. 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. 2. Officer Major Projects Board in place to assist in coordination and oversight of developments. 3. Member Major Projects Board. 4. Land and property due diligence checks. <p>West Winch/North Runcton Strategic Growth Area</p> <ol style="list-style-type: none"> 1. Project and programme management approach. 2. Stakeholder engagement. 3. Commissioning technical expertise. 4. Communications and engagement support. 5. Norfolk County Council undertaking the design and planning permission for the road. 6. Successful bid approved by Norfolk Business Rate Pool. 7. Link with Officer Major Projects Board. 8. Project board established. 9. External legal and professional advice. 10. Periodic review of potential state aid issues. 11. SOBC bid in for DfT funding for the road. <p>Improvements to heritage buildings</p> <ol style="list-style-type: none"> 1. Identify and apply for relevant 3rd party funding. 	Moderate	Unlikely	6	Major	Almost certain	20	<p>Local employment</p> <ol style="list-style-type: none"> 1. Local Plan review - employment land (current allocated land is unviable due to need to raise levels). Ongoing. 2. 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. Ongoing. 3. Apprenticeships/ training programmes encouraged within major housing contracts and sub-contractors, Mar 22. BCKLWN appointed 1 trainee. Ongoing. 4. Explore options for innovation centres, advanced manufacturing centres of excellence, etc through Government funding. Ongoing. 5. Shared Prosperity Fund and development of West Norfolk Investment Plan to improve workbased skills programme. Implementation ongoing. 6. Consideration of Youth and Re-Training Pledge Project and broader role going forward. Ongoing. <p>Empty retail properties/town centre decline</p> <ol style="list-style-type: none"> 1. 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. Ongoing. 2. Implementing approved business cases for MUCH, Guildhall and Riverfront. Ongoing 3. 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. Ongoing. 4. Development of the car parking strategy. Ongoing. 5. Levelling Up Fund (LUF) submission for replacement of Oasis, Hunstanton. Unsuccessful bid, options under review. 6. Round 3 LUF submission in development focused on infrastructure development at Enterprise Zone. Ongoing. <p>5 year land supply, housing delivery and housing delivery test</p> <ol style="list-style-type: none"> 1. Supporting the Local Plan review process. Ongoing. <p>Housing market</p> <ol style="list-style-type: none"> 1. Monitor for potential signs that the increase in prices/labour force issues impacts upon the development sector and contingencies within contract sums. Ongoing. 2. The percentage of PRS delivered on major housing sites will be reviewed in the light of current market conditions. Ongoing. 3. Monitor Help to Buy policy developments. Ongoing. <p>Strategic land and property acquisition</p> <ol style="list-style-type: none"> 1. Consider the council's development role and related pipeline of land for future housing development. Ongoing. 2. To ensure that we maximise our own opportunities for example Boal Quay, and Puny Drain and deliver sites that we already have e.g. Enterprise Zone and development opportunities along the promenade if the Oasis sites releases land. Ongoing. 3. Review the delegated decision (Capital and Local Property Investment Fund Strategy 2017 – 2021, Cabinet 21st January 2017) for property acquisition. <p>West Winch/North Runcton Strategic Growth Area</p> <ol style="list-style-type: none"> 1. Stakeholder engagement. Ongoing. 2. Clarification of resources via Homes England. <p>Improvements to heritage buildings</p> <ol style="list-style-type: none"> 1. Delivery of Guildhall Towns Fund business case. Ongoing. 2. Delivery of Riverfront Towns Fund business case. Ongoing. 	Local employment The KLIC has a stable but high occupancy. Nar Ouse site infrastructure & Phase 1 premises construction progressing. Early interest shown by several local companies seeking to expand. Ongoing uncertainty arising from macro-economic events may delay company investment decisions and employment levels. External funding being progressed via sources such as Towns Fund, Levelling Up and UKSPF. New businesses enquiries being received and a role to open up new allocated employment land in Borough. Pressures upon resilient supply chains continue. Local evidence of high vacancies within some employers. National data indicates more vacancies than labour supply in many sectors. Inflation leading to rising business costs coupled with interest rate increases. West Norfolk Investment Plan proposes a package of investments to help drive the economy and related outcomes. Employment rates remain high and the town's strong manufacturing base underpins its status as a centre for sub-regional employment. Annual Visitor Economy Report indicates sustained increase in GVA. Signs of decline of large national multiples and growth in independent businesses. Performance indicators highlight commercial property arrears and challenges faced by some tenants. UKSPF West Norfolk Grant Scheme ongoing. Also link to Risk SR9 - Organisational change.	No	Major	Almost certain	20	Same

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			<p>2. Most large investment projects for historic buildings have already been completed in the past.</p> <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>													
SR4	Community issues	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. 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><u>Community relations</u></p> <p>1. The Council works closely with partner agencies in the area to make sure that any issues are identified and effectively tackled as soon as possible.</p> <p>2. External funding bids with partners.</p> <p>3. Agreement with Shelter.</p> <p>4. PREVENT task group and workstreams.</p> <p>5. Prevent awareness training provided to employees.</p> <p><u>Preventing homelessness</u></p> <p>1. Staff capacity.</p> <p>2. ICT development to support case management.</p> <p>3. Support commissioned from voluntary and community sectors.</p> <p>4. Partnership and network arrangements.</p> <p>5. Communications support.</p> <p>6. Accommodation options improved by Broad Street.</p> <p>7. Reduction in working age population.</p> <p>8. Housing Market Assessment to be undertaken, Dec 2023. Ongoing.</p> <p><u>Conflicting aims (with partners)</u></p> <p>1. Clarify and agree with partners what the common targets are and how achievement of them will be recognised.</p> <p>2. Terms of Reference or SLA's are agreed for each group to define the aims and respective roles and focus on core services plus specific projects.</p> <p>3. Ensure active participation on relevant Boards/ Groups.</p> <p>4. Norfolk Resilience Forum response and recovery work.</p> <p>5. King's Lynn Town Deal Board and Local Assurance Framework.</p> <p>6. Hunstanton Advisory Group established.</p> <p>7. King's Lynn Town Deal Skills Forum.</p> <p>8. Shared Prosperity Fund stakeholder groups established.</p> <p>9. Norfolk Climate Change Partnership.</p> <p>10. Health and Wellbeing Partnership established and terms of reference agreed.</p> <p><u>Covid-19</u></p> <p>1. Business continuity arrangements including critical services and "Loss of staff" threat analysis and interventions such as enhanced cleaning regimes, staff rotas, building air-flow, etc.</p> <p>2. Emergency planning liaison with Norfolk Resilience Forum and structures.</p> <p>3. Insurance</p> <p>4. ICT network and capability to support working arrangements.</p> <p>5. Digital and telephony access to services to minimise face to face interactions.</p> <p>6. Lobbying for government support.</p> <p>7. Prioritisation of services and response.</p>	Moderate	Unlikely	6	Major	Almost certain	20	<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>5. Identification of additional temporary accommodation with Freebridge.</p> <p>6. Measures with Freebridge to support quick void turn around.</p> <p>7. Reid Way - 7 new units to be developed.</p> <p>8. Financial help to access private rented sector.</p> <p>9. Winter preparedness plans.</p> <p><u>Conflicting aims (with partners)</u></p> <p>1. Ensure comms focusing on neutral and factual stance and related to implementation of Govt policy. Ongoing</p> <p>2. Work with Hanseatic Union to implement and provide measures to support refugees and support in a neutral way. Ongoing</p> <p>3. Internal comms to be mindful of potential for tensions should the Council be perceived to be biased. Ongoing.</p> <p>4. Consider contingency plan for potential loss of Fenland care and repair contract. Dec 2022.</p> <p><u>Covid-19</u></p> <p>1. Ongoing Covid-19 safe measures in workplace. Ongoing.</p> <p>2. Revised working arrangements framework agreed in May 2023 with implementation from July 2023. Ongoing.</p>	<p><u>Community relations</u></p> <p>Council works closely with the police and Freebridge in Safer Neighbourhood action panels and the neighbourhood officers are now a formal part of the joint Operational Partnership Team. Our agreement with Shelter has allowed for a more effective response to issues of harassment and illegal eviction. Multi-agency responses to Ukraine and cost of living with support for vulnerable households. ASB represented on PREVENT task group and workstream. Engagement with Integrated Care System to encourage prevention and wider involvement of health. Continued support for asylum seekers. Potential impact upon homelessness response and perceptions of support. Potential challenges for refugee support related to host/sponsor relationships, desire to move on, etc. Work ongoing at county level.</p> <p><u>Equality Impact Assessments on housing funds.</u></p> <p><i>Cabinet report 31 Oct 2023 - support for care leavers.</i></p> <p><u>Preventing homelessness</u></p> <p>Discussion with council owned housing companies; aware of nature and scale of issues. Exploring related crisis intervention and funding with partners. <i>New Homelessness and Rough Sleeping strategy in development and will include a deep analysis of problem, consideration of interventions and trial new accommodation services. More Govt resources dedicated towards challenge - ringfenced Homelessness Prevention Grant. Lack of social housing stock continues resulting in a high level of bed and breakfast usage. Further national challenges arising from stock condition surveys, damp and mould surveys, a new Decent Homes Standard, EPC ratings and rental cap. Changes in taxation and interest rates leading to a widening gap between Local Housing Allowance and private sector rents. Housing Market Assessment to be procured and undertaken, Dec 2023. Anecdotal data suggests changes in family living arrangements becoming more prevalent.</i></p> <p><u>Conflicting aims (with partners)</u></p> <p>Engagement with Norfolk and Waveney Integrated Care System / Integrated Care Partnership. Collaborative work with members of Norfolk Climate Change Partnership and working on a Norfolk-wide project. Ongoing dialogue with Norfolk County Council regarding devolution and Government funding streams e.g. Towns Fund, Levelling Up, Shared Prosperity Fund. Further examples include Ukraine response with neighbouring councils despite differences in funding, liaison between organisations represented on the Town Deal Board, Business Rates Pooling and Hunstanton Advisory Group. Development work with the Health and Wellbeing Partnership.</p> <p><u>Covid-19</u></p> <p>Working arrangements framework implemented July 2023 and will be reviewed in 12 months. Ventilation practices continue. Relevant structures and responses would remain in place or be stood up.</p>	No	Major	Almost certain	20	Same

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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.	<p>Business continuity</p> <ol style="list-style-type: none"> Business Continuity Corporate Officer Group. Incorporate Business Continuity into Risk Management systems. Develop and test service specific plans across the Council. Disaster Recovery Plan for ICT. Business Continuity Policy and Strategy, Incident Response Plan, Invocation Process and Checklist in place and regularly reviewed. Out of Hours Contact Card. Office 365 deployment. Tests of business continuity plans each year via Metis exercise. ICT network and back up improvements to enhance resilience. Use of Citrix for remote access to ICT network. Staff training Well established Business Continuity plans for critical services and reviewed annually. Covid 19 response capability developed in wave 1 and utilised throughout 2020/2021. Utilisation of remote meeting software. Business continuity plans in place for outsourced services (e.g. Payroll processing). Annual update to Audit Committee (Sept 2022). Back up generator load testing at King's Court (Jan 2023). Internal Audit review of business continuity. <p>Emergency response (external)</p> <ol style="list-style-type: none"> Borough Council is a member of the Norfolk Local Resilience Forum (NRF). The NRF work together to develop emergency plans based upon the Norfolk Community Risk Register. Norfolk Strategic Flood Alliance. Internal Audit review of emergency planning function. Ongoing consideration of weather warnings and alerts. 	Moderate	Unlikely	6	Major	Possible	12	<p>Business continuity</p> <ol style="list-style-type: none"> Internal Audit conducting a review of the emergency planning function, Mar 2022. Completed. Planning for a new METIS business continuity plan test. Completed. Consideration of hybrid working arrangements, Mar 2022. Completed. Development of revised flexible working arrangements in progress and due for completion April 2023. Completed. Planning for METIS 22 completed. Exercise to be held Nov 2022. Ongoing. Back up generator load test plan in Jan 2023. Exercise held 25 Jan 2023. Completed. Rolling out update training to business continuity bronze plan officers. Ongoing. <p>Emergency response (external)</p> <ol style="list-style-type: none"> Internal Audit review. Completed. Updated training provided for staff and staff updates. Completed. Annual update to Borough Emergency Response and Recovery Plan. Ongoing. Review and dissemination of weather warnings and other threats. Ongoing. Weekly NRF risk meeting to update on local, regional and national threats. Ongoing. Participation in NRF meetings and regular updates on plans and reviews. Ongoing. 	<p>Business continuity</p> <p>Annual business continuity update provided to Audit Committee. Corporate Business Continuity Group completed the high level assessment and bronze plans reviewed. <i>Cyber security METIS exercise planned for 8 Nov 2023. Work is ongoing with response to national and local power outage scenario.</i></p> <p>Emergency response (external)</p> <p>Active participation in Norfolk Resilience Forum (NRF) planning and exercising. Covid-19 response ongoing but demonstrated organisation's response (officer and members) to a significant incident with learning 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.</p> <p>Reviewing the resources allocated for BC events being reviewed, report to MT end of Jan 2023 with proposals under consideration.</p>	No	Major	Possible	12	Same
SR6	Data management and security	Deliberate or unintentional loss/disclosure of personal, sensitive, confidential or business critical information or breach of information governance legislation.	<p>Loss of ICT</p> <ol style="list-style-type: none"> Investment to protect remote sites. Business Continuity Plan - document procedure for loss of ICT server in place. Security policy to ensure data integrity. Replication and manageability of live data storage off-site. UPS installed with backup generator to feed an uninterruptible power supply with conditioning to include surge protection to the computer room. Network improvements. Increasing number of applications using cloud technology supported by agile working. <p>ICT failure of back up</p> <ol style="list-style-type: none"> The testing programme of backups. Business resumption plan in place. An off-site storage facility in place. Stand-by facilities to be provided. <p>Cyber security attack</p> <ol style="list-style-type: none"> Best practice in regards to the Public Sector Network and Payment Card Industry standards are followed. Necessary firewalls and filtering is in place. Patching is kept up to date. Staff and Members are regularly reminded to be vigilant and not click on links within emails from unknown sources. National Cyber Security Centre advice issued Norfolk cyber security cell Extended support for Windows 7 Access controls for virtual meetings Internal Audit review - rated "substantial" Routine checks and scans by external party E-learning software relating to cyber security. 	Moderate	Unlikely	6	Major	Possible	12	<p>Loss of ICT</p> <p>ICT failure of back up</p> <ol style="list-style-type: none"> Replacement UPS installed and tested. Completed. Testing of Corporate King's Court Generator – working with property services. Completed. Work as part of a Internal Business Continuity Task and Finish Group looking at possible National Power Outages. Ongoing. Refresh/review back up tape library 23/24. Ongoing. <p>Cyber security attack</p> <ol style="list-style-type: none"> Reviewing Cyber Insurance – <i>Cyber Risk Management assessment with our provider Gallagher is now complete. The next step is to engage with providers.</i> NCSC Cyber Essentials being explored, Dec 23. Ongoing. Implementation of network access controller, May 23. Ongoing. 	<p>Loss of ICT</p> <p>A second site is established at Fakenham and key data is replicated there. With hybrid working staff with laptops now have the ability to access data/systems from home, via Citrix, cloud based systems with a VPN and Office 365. The number of Citrix licences was increased from 60 to 200 to enable more homeworking. 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. A Business Continuity task and finish group has recently completed which looked at improving ICT infrastructure arrangements using several more resilient connections in light of the potential loss of King's Court, our main site. Additional infrastructure works have been undertaken too as a consequence of COVID and service rotas are in place to support our current hybrid working arrangements.</p> <p>ICT failure of back up</p> <p>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. Additionally, a new Uninterruptible Power Supply has been installed to continue to protect our ICT data centre from power surges and loss of power.</p> <p>Cyber security attack</p> <p>We are constantly reviewing the security of our ICT systems and are in contact with the Local Government Association, National Cyber Security Centre (including NCSC 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).</p> <p>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.</p> <p>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. <i>We are reviewing our Cyber Insurance – a Cyber Risk Management assessment and scan with our provider Gallagher is now complete.</i> Furthermore, a new Security Network Access Controller has been installed and is currently being configured to increase our levels of protection.</p>	No	Major	Possible	12	Same

Ref	Risk title	The risk is that:	Existing Mitigation and Controls	Target risk			Previous risk score (May 2023)			Planned mitigating actions	Progress at Aug 2023	Within risk appetite?	Current risk score (Aug 2023)			Trend (compared with last review)
				Impact	Likelihood	Score	Impact	Likelihood	Score				Impact	Likelihood	Score	
				SR7	Corporate Governance	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><u>Due diligence</u></p> <ol style="list-style-type: none"> Capital and Investment Strategy approved annually. Sharing of ideas at <i>Senior Leadership Team</i> level to allow full consideration of all issues. Use of the pool of knowledge contained in <i>Senior Leadership Team</i> to act as 'critical friend'. Assistant Director - Resources discusses proposals with external auditor on a regular basis. Key statutory officers meet; Head of Paid Service, Monitoring Officer and Section 151 officer. Use of project initiation documents, briefs and business cases. Use of external consultants for specialist advice and capacity e.g. VAT, Treasury management, specific property and valuation development expertise, independent appraisal Use of pre-application planning service. Officer Major Projects Board and Member Major Projects Board in place to provide more rigorous governance around major capital projects. Additions to governance framework including Cabinet briefings, a new member led body to enhance oversight of major projects and developing approach for council owned companies. Use of lessons learnt reports and external inquiry to improve practice. Town Deal Local Assurance Framework; business cases, support from consultants, independent appraisal, subsidy control assessment, S151 approval Internal Audit providing consultancy audit and identify recommendations. Project Accountant - specific resource recruited to support major projects including Towns Fund. Full time Monitoring Officer commenced, May 2022. <p><u>Fraud and corruption</u></p> <ol style="list-style-type: none"> Audit and Fraud Team dealing with the prevention, detection and deterrence of fraud and corruption. Strong guidance arrangements and internal controls are in place and regularly tested. Anti-Fraud and Anti-Corruption Policy, Anti-Money Laundering Policy, Whistleblowing Policy and an Anti-Fraud & Anti-Corruption Investigation Procedure Manual are in place. Fighting Fraud & Corruption Locally Checklist Assessment undertaken to identify any gaps / areas for improvement. National NFI Exercise and the annual Flexible Matching Service Exercise (including Premium Matching activities). Norfolk FraudHub membership for the sharing of good practices and more frequent matching for the purposes of fraud detection. Membership of the National Anti-Fraud Network for the purposes of obtaining information under relevant authorised powers to assist in the investigation of fraud and corruption. Access to the Government Counter Fraud Function Spotlight Tool Debtor/Absconder Tracing. Joint working with the DWP regarding Council Tax Reduction Scheme frauds and other benefit fraud. Participation of the Cabinet Office FraudHub User Group. A Fraud Risk Register is in place. Participation of the Norfolk FraudHub Operational Group to share best practices and to provide knowledge, expertise in complex case investigation. Participation of the Regional Fighting Fraud & Corruption Locally Operational Group to share best practices and to provide knowledge, expertise in complex case investigation. Fraud Awareness e-learning has been introduced to staff, managers and members Information and updates communicated corporately raising awareness of anti-fraud & anti-corruption culture across the organisation. <p><u>GDPR</u></p> <ol style="list-style-type: none"> Following the end of the contract with Eastlaw to provide Legal Services, the council has established an internal Corporate Governance Team, appointed a Corporate Governance Manager and a Corporate Governance Officer. FOIA and Data Protection policies updated. Audit review of FOIA and Complaints and action plan in place to implement recommendations. Training for staff on FOIA and DPA. Higher level training for corporate governance staff. 	Moderate	Unlikely				6	Major	Possible	

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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.	<p><u>Reputation management</u></p> <ol style="list-style-type: none"> Media spokespeople are trained. Protocols implemented. Staff trained to spot opportunities and potential threats. Social Media Guidelines and training in place. Additional comms resources. Communications plan to support implementation of corporate business plan. Comms plans linked to key workstreams, e.g. Towns Fund, climate change. Comms weekly slot with Management Team on emerging issues. Comms weekly slot with Council Leader. <p><u>Council reputation</u></p> <ol style="list-style-type: none"> Proactive inspection and enforcement programmes. Appropriately qualified and experienced staff employed. Training programmes for relevant staff. Incident Response Plan. Liaison with external audit. Use of independent inquiry and publication of lessons learnt reports - leading to enhanced policy and practices to reduce future risks and errors. Communications support and additional resources. Contract monitoring and management. Identification of contract risks. Redeployment of existing staff. Use of external, independent experts e.g. subsidy control assessments, business case development. Full time monitoring officer in post - improved capacity and support. Cyber security arrangements (see risk SR6 - Data management and security) 	Moderate	Unlikely	6	Moderate	Likely	12	<p><u>Reputation management</u></p> <ol style="list-style-type: none"> Continue to review ongoing comms requirements. Ongoing. Member induction plan developed (including media training for new and continuing members) and being deployed. Ongoing Communications plan to support implementation of corporate business plan. Ongoing. <p><u>Council reputation</u></p> <ol style="list-style-type: none"> Preparation of METIS exercise feedback report and consideration of recommendations. Where resources allow, consider enhancing presence on national stage e.g. Speaking at conferences, awards, etc. Ongoing. Continue to consider opportunities for use of apprenticeships to develop scarce resources. Ongoing use of progression schemes and development opportunities to assist with staff retention. 	<p><u>Reputation management</u></p> <p>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 updated and shared with Group Leaders. Spikes in media attention arising from specific events. Training for Members is to be scheduled as part of new member induction programme in 2023. Anticipating an increase in enquiries and challenges as borough election approaches.</p> <p><u>Council reputation</u></p> <p>Key activities have been identified as part of service planning. Staff skills and qualifications and any resulting training requirements are reviewed as part of the PRP process. Use of apprenticeships to develop resources in difficult to recruit areas. Introduction of progression schemes to assist with staff development and retention. Management development programmes to development managerial skills. Inspection and enforcement regimes are in place and monitored for performance and records kept.</p> <p>Risk assessments undertaken where appropriate. Ongoing comms relating to key issues and events. Consultation and engagement support e.g. Towns Fund. Recruitment challenge. Review of staffing resources in priority areas. Potential comms issues arising from pursuing commercial rent arrears (parameters limited by Covid related legislation).</p>	No	Moderate	Likely	12	Same
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.	<p><u>Capacity</u></p> <ol style="list-style-type: none"> Use of agency and interim staff. Improve staff resilience/ cross training. Service and management restructures and related recruitment and development. Absence management. Use of apprentices. Use of external support for Towns Fund business case development, subsidy control and independent appraisal. Review of Planning resource and additional posts. New Executive Director post. Restarted management development programme. Progression scheme for a range of specialist roles. Apprenticeship opportunities to develop resources. <p><u>Channel shift/Digital services</u></p> <ol style="list-style-type: none"> Engage with the operational staff and systems admin, who understand the back office system. Involvement in Norfolk County Council digital inclusion strategy. <p><u>Pay pressures</u></p> <ol style="list-style-type: none"> Government's public sector pay restraint has had an impact on recruitment and retention for some Council services. Government policy for 2021 was a pay freeze in the public sector. Signs of some relaxation of national 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. Ongoing monitoring of Government public sector pay policies. 	Moderate	Unlikely	6	Major	Almost certain	20	<p><u>Capacity</u></p> <ol style="list-style-type: none"> Review recruitment issues. Ongoing and responsive to requirements and market conditions. Considering progression schemes across service areas. Ongoing. <p><u>Channel shift</u></p> <ol style="list-style-type: none"> Migration to Office 365, Mar 23 Developing Microsoft Sharepoint InSite linked to the cloud, Mar 23 Engaging with staff re: developments to Insite to improve internal comms and document sharing, Mar 23. Learning workshops for ICT staff on Sharepoint, Mar 23 Review of different methods of interaction with customers with different services. Ongoing. Undertaking a review of internal communications. Ongoing. <p><u>Pay pressures</u></p> <ol style="list-style-type: none"> Monitoring of national pay award. Ongoing. Some roles requiring particular qualifications are being considered in advance of future recruitment, Mar 24 Appropriate allowances for pay to be made within the budget and financial plan. Ongoing. Monitoring of recruitment challenges and introduction of progression related award. Ongoing. S151 Officer to review the financial implications and identify funding of the proposals. Ongoing. Consider implications for erosion of pay differentials in respect of improving recruitment and retention. Ongoing. 	<p><u>Capacity</u></p> <p>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.</p> <p><i>New procedures developed with Senior Leadership Team for engagement of external workers.</i></p> <p><u>Channel shift</u></p> <p>Work is concentrating on customer facing aspects to engage fully with the public and reduce the need for more staff intensive means of communication, such as telephone enquiries. Customer contact migrated to telephones/online which are more cost effective methods. Work is ongoing with Environmental Health to achieve full integration with IDOX. Represented on a pilot project being undertaken in west Norfolk relating to digital access skills and attainment, which is part of the county council's strategy programme.</p> <p><u>Pay pressures</u></p> <p>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. There is a timing risk related to determination of local pay award arrangements and national pay agreement.</p>	No	Major	Almost certain	20	Same

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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.	<p><u>Flood management and coastal erosion.</u></p> <ol style="list-style-type: none"> Shoreline Management Plan (SMP), Wash East Coast Management Strategy, Hunstanton Coastal Management Plan, East Wash Community Interest Company. Repairs & maintenance programme. Procurement practices. Health & Safety checking and monitoring. Coastal monitoring - Anglia Coastal Monitoring Group. Asset condition survey of sea defences (Dec 2022). Beach recycling undertaken annually. Capital programme and emergency repairs reserve. Corporate/service planning. Joint work with EA and local businesses to fund repairs. Local Plan Policy. Inter-agency flood group. Flood Water Management Officer. Norfolk Strategic Flood Alliance. Drains along promenade jetted and cleansed. 6 monthly stakeholder group for Wash East Coast Management Strategy. Norfolk Resilience Forum future severe and flood risk group. <p><u>Carbon emissions</u></p> <ol style="list-style-type: none"> Climate change emergency declared, policy approved and strategy/action plan. Thematic working groups e.g. EV charging, Housing, Vehicle fleet review, Procurement Norfolk Climate Change Partnership <i>and projects</i>. Local Plan policy. Cabinet report template. Permanent Senior Climate Change Officer post. Tree strategy and funding. Annual carbon audit. Borough wide report based on <i>Dept for Energy Security and Net Zero</i> data. Use of net zero electricity. Re-fit programme to improve efficiency of council buildings. Solar power generation equipment on several council properties. Lease car scheme mandates hybrid or better. Electric charging points at BCKLWN car parks. Engagement with interested parties. Reducing business miles via home and working arrangements framework. Application and deployment of Government grant funding for projects. Corporate funding to support climate change strategy. 	Moderate	Unlikely	6	Major	Possible	12	<p><u>Flood management and coastal erosion</u></p> <ol style="list-style-type: none"> Undertake emergency repairs to prom completed as required. Ongoing repairs completed as required. Participation in LGA Coastal special interest group. Wash East Coast Stakeholder Group meets six monthly. Next meeting Sept 2023. Wash Trends report, Groyne field study and 4D radar survey prepared and considered by Management Team and Cabinet. Ongoing monitoring. Tender issued for preventative maintenance on flood gates and identified works undertaken. Completed. Participation in Norfolk Strategic Flood Alliance. Ongoing. Chairing multi-agency flood group considering Station Road, Heacham. Ongoing. Promenade Condition Survey to be completed 22/23 to update 2018 survey. Completed. Further investigation works to be undertaken in 2023/24. Ongoing. Wash East Coast Management Strategy funding group. Ongoing. Monitoring completed, awaiting data to update report. Hunstanton Cliffs annual erosion report. BGS writing report, due early 2023. Preparing and mitigation of flood risk via Norfolk Resilience Forum. Ongoing. Scenario planning for sea level rise forecasts and surface water management. Ongoing. <p><u>Carbon emissions</u></p> <ol style="list-style-type: none"> High level assessment of council estate, Ongoing. March 2023. Completed. District wide BEIS data analysis to be published for 2020/21, Dec 2023. <i>Ongoing</i>. Fleet review to be commissioned, Autumn 2023. <i>Ongoing</i>. Promoted Solar Together project. Installations for those signed up, 2023/24. <i>Works completed, evaluation underway</i>. BCKLWN carbon audit 21/22. <i>Published</i>. Support Norfolk Climate Change Partnership Community Renewal Fund project. Completed. ReFIT street lighting. Ongoing. Business Expo, June 2022. Completed. OZEV grant funding for 26 charging stations at 7 sites. Installed at 5 sites, 1 site ongoing. Autumn 2023. Management Team report Dec 2022 - Development of EV strategy. Ongoing. Schools project commissioned Dec 2022. Participation with schools planned for Autumn 2023. <i>Project underway with 20 schools signed up</i>. Participation in Mayor's Awards 2023. <i>Ongoing</i>. Implementation of NCCP's Net Zero Norfolk Communities project. <i>Community selected and project ongoing with end March 2025</i>. 	<p><u>Flood management and coastal erosion</u></p> <p>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 started 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.</p> <p><u>Carbon emissions</u></p> <p>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. Successful bids for energy efficiency grant funding schemes and delivery of retrofit solutions to housing stock ongoing. Employment of Energy Efficiency Officer in Housing Standards to deliver energy advice, successful Minimum Energy Efficiency Standards compliance campaign run in 2022. Continue to support Social Housing Decarbonisation Fund schemes. 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 progressed via Norfolk Climate Change Partnership (NCCP). Ongoing leadership and support to NCCP, including website creation and maintenance. Ongoing updates to BCKLWN website and climate change content. Planning for and commissioning of Norfolk Chambers of Commerce for Expo 22. Solar Together 2022 promoted. Engagement plan drafted with Comms. Eight council sites under consideration for solar PV. Tree 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 2023.</p>	No	Major	Possible	12	Same
SR11	Statutory compliance	Implementation and maintenance of statutory compliance management systems. E.g. health and safety, service related legal obligations	<ol style="list-style-type: none"> Health, Safety & Welfare General Policy in place. Corporate H&S Action Plan reviewed by Management Team and Joint Safety & Welfare Committee on a regular basis. A training programme is ongoing to raise awareness and update knowledge/skills. Independent assessments are carried out to identify any risks. Corporate Officer Group- Health and Safety. Departmental health and safety policies. Departmental risk assessments. Preventative maintenance contracts in place. Assessment of contractor risk assessments. Procurement assessment of tenders. Personnel Officer support and related external support provided to employees. Personnel policies and practices. Stress at work checker with resilience workshops for individuals/teams. Reminders on local requirements for self-isolation. Covid-19 secure risk assessments. 	Moderate	Unlikely	6	Major	Possible	12	<ol style="list-style-type: none"> Appointment of Corporate Health & Safety Officer to lead on delivery of council's statutory obligations as an employer. Completed. 	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. Health and safety training available as e-learning and within annual training plan. <i>New Health and Safety policy implemented. Equalities procedures externally reviewed and deemed to be compliant although additional enhancements to be implemented. Relaunching internal procedures for recording and safeguarding matters. Work ongoing regarding Domestic Abuse - training to be rolled out.</i>	No	Major	Possible	12	Same

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				Impact	Likelihood	Score	Impact	Likelihood	Score				Impact	Likelihood	Score	
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.	<p>Corporate</p> <ol style="list-style-type: none"> Review of arrangements commissioned from Anthony Collins Solicitors (ACS). Shareholder Committee being established to enhance control mechanism for the Council as the shareholder. <p>Alive West Norfolk</p> <ol style="list-style-type: none"> Due diligence, financial and legal arrangements. Legal advice and technical expertise bought in where required. Project board established. Strategy, business case, business plan development and management of project risk register. Stakeholder engagement. Communications support. Revised business plan 2021 and monitoring to assess progress. AWN Strategy agreed by Awn Board April 21 AWN Operational plan aligned to Strategy April 21 Reviewing the management agreement to reflect financial implications. Regular financial monitoring and updates reported to Awn Board. Board being reconfigured in line with advice from ACS. Skills analysis presented to Board to 21 Dec 2022. <p><u>West Norfolk Housing Company</u></p> <ol style="list-style-type: none"> Draft business plan updated December 2022. Board director recruitment and appointment process. Company financial statements and reports in place via Ensors. Quarterly Board meetings scheduled. Risk register in place and reviewed by the Board 6 monthly. <p><u>West Norfolk Property</u></p> <ol style="list-style-type: none"> Management company in place, providing regular reports to West Norfolk Property Board meetings. 	Moderate	Unlikely	6	Major	Possible	12	<p>Corporate</p> <ol style="list-style-type: none"> Shareholder Committee established with appropriate officer support. Action plan following Anthony Collins review of Governance has been implemented. <p><u>Alive West Norfolk</u></p> <ol style="list-style-type: none"> New Board Members appointed, and a skills analysis completed. Business plan development ongoing. Regular monitoring meetings between management and Client Officer. Review of Management Agreement to reflect current operations. Shareholder Agreement drafted. <p><u>West Norfolk Housing Company</u></p> <ol style="list-style-type: none"> Software for financial projections. Commission asset mgt strategy and renewal of property components and sinking fund. Consideration of a net zero strategy for properties. Ongoing. Capacity to support company activities (SLA), Ongoing. Advice on revision of loan agreement between BCKLWN and company. Ongoing. Update - new Board Members appointed following local elections, May 2023. <p><u>West Norfolk Property Limited</u></p> <ol style="list-style-type: none"> Consideration of a property acquisition strategy, Dec 2023. Ongoing. New Directors appointed. Shareholder Agreement to be presented to Shareholder Committee. SLA to Shareholder Committee. Client Officer in place. 	<p>Corporate</p> <p>Recommendations to Cabinet in December 2022. Shareholder Committee set up.</p> <p><u>Alive West Norfolk</u></p> <p>Work ongoing to review operating model and governance arrangements. Expected to report early 2024. Pay award will impact on budgeted income. SLA and Management Agreement updates on hold pending outcome of review. Managing Director on long-term absence may impact business planning. Interim cover to be explored. Membership numbers are down on projections. Cost increases may have had an impact. Capital projects for resurfacing of 3G and new 3G in early phases.</p> <p><u>West Norfolk Housing Company</u></p> <p>New draft business plan developed (subject to Shareholder Committee consideration) looking at investment into homes developed by third parties. Marked change in company ambition linked to new challenges and demand pressures see risk 4. Mar 2023. Risk issues - funding agreement pegged to base rates. External specialist advice obtained to look at funding opportunities/structure and other related issues. Report being prepared for funding agreement. See risk register and minutes. Post May 2023 elections, new company directors appointed, new regulatory requirements and Social Housing Act 2023 and Building Safety Act 2022. New Building Safety regulator.</p> <p><u>West Norfolk Property</u></p> <p>Board to develop new business plan and seek to support BCKLWN ambitions. Consideration of funding mechanisms to purchase properties from BCKLWN following specialist financial advice. Independent review of projections to be undertaken as part of due diligence. Report to Cabinet Dec 2023 regarding funding arrangements and for the company to acquire the properties from the council. Report to Cabinet Jan 2024 regarding housing tenure mix on Parkway development.</p>	No	Major	Possible	12	Same
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.	<p>Corporate</p> <ol style="list-style-type: none"> Contract and Procurement Officer in place for corporate type contracts/services. Contracts to be reviewed based on frequent Spend Analysis reports. Training on procurement and contract management for service managers. Review of contract standing orders. <p><u>Waste collection</u></p> <ol style="list-style-type: none"> Effective contract monitoring and management. Substantial dialogue with the waste collection contractor and three clients over the long term aspirations. 	Moderate	Unlikely	6	Major	Possible	12	<p><u>Waste collection</u></p> <ol style="list-style-type: none"> Internal Audit of the contract with report to Audit Committee. October 2022. Completed. Updates to Corporate Performance Panel. October 2022. Completed. Further update to CPP, Jan 2023. Dec 2022 - in response to a request for additional funding from the contractor, the supervising officer (Breckland DC officer) has allocated financial resources from within her team to engage with the contractor on an open book basis to better understand the financial issues currently being presented. Once this is complete any findings will be presented to the Contract Review and Development Board of which we are part. 	<p><u>Waste collection</u></p> <p>New contract and Serco commenced April 2021 with operations following the Serco collection model; reorganised collection rounds in liaison with KLWN, North Norfolk 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. High level of turnover in senior contract managers. Discussions with Serco chief officers to outline concerns and issues. Engagement by the three councils at a strategic level to meet the long term aspirations of all parties to 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 completed.</p> <p>The initial response to the ongoing work is that the aspirations of Serco to gain further financial benefit from the contract appear likely to be poorly founded. Serco had indicated that they would have to name the contract as being onerous within their annual report. The last Serco annual report does not identify the contract as being onerous. Serco continue to lay claims before the Contract Management Board limiting their exposure to performance deductions and these are resisted. The likelihood of contract failure is diminished.</p>	No	Major	Possible	12	Same
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.	<ol style="list-style-type: none"> Standing item on Management Team. LGA cost of living hub https://www.local.gov.uk/our-support/safer-and-more-sustainable-communities/cost-living-hub/cost-living-external-resources Corporate officer team established. Promotion of fuel oil group buying scheme. Promotion of Solar Together group buying scheme. Promotion of national grants e.g. boiler upgrade scheme. Externally funded projects to fully fund insulation in targeted properties. "Beat your bills" events across the borough. 	Moderate	Unlikely	6	Major	Almost certain	20	<ol style="list-style-type: none"> Promotion of Solar Together Scheme. Applications for 22/23 closed on 27 Sept 2022, implementation for those signed up ongoing. "Beat your Bills events". Initial events completed. Further programme of events taking place June-Aug 2023. Ongoing. Officer Working Group. First working group held on 18 Oct 2022. Ongoing. 	<p>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 and extended programme scheduled until Aug 2023. Collaboration with Norfolk Warm Homes to encourage targeted take up of insulation and heating systems. Information included employees and residents, customers.</p> <p>Help for businesses web-content under consideration. Look for the link on website. FAQs analysis undertaken, content developed and posted to the website. Regularly updated. Reviewing promotion of info to foodbank, web content, town centre events. Ongoing work and preparations for information and support for winter 2023/24. Ongoing.</p>	No	Major	Almost certain	20	Same