

Corporate Risk Log Summary (risk score >9) @ 13/05/22

Risk	Impact	Risk score	Mitigation	Post mitigation impact
Severe weather conditions: Significant unbudgeted expenditure arising from severe weather conditions.	Further deterioration of sea defences and impact on low lying coastal properties and land. Landslips occurring following severe weather. Cost of business disruption e.g. NNDR collection Increase cost of 'business as usual services' and impact on service delivery as resources are redirected to support recovery.	16	Funding opportunities to support the repair/replacement of damaged sea defences being explored. Action plan approach to prioritise highest risk areas. Action has been taken to address highest risk area Business continuity plan is in place.	4
Cyber security and information governance: Failure to maintain secure information systems and networks against cyber-attacks. Information not managed in line with policy, procedure and regulatory requirements of Data Protection Regulations.	Continuous and growing risk of attacks (Russia), service outage, loss of data or commercial sensitive info, business disruption, reduced trust from stakeholders, cyber-crime, information lost or stolen, breach of GDPR and financial implications, regulatory fines, regulatory investigation including ICO, failure to provide customer service, loss of income. Reputation, trust and confidence.	16	Independent annual health checks. Compliance with a number of regulatory controls and accreditations. Migration of systems to the Cloud. Implementation of Advanced Threat Protection, identity management and other security tools. Roll out of Multi Factor Authentication. Data Protection communication plan adopted. Updated Information Governance policies & procedures. Corporate information audit carried out. DPIA procedure adopted. DPO/SIRO appointed. Lawful basis for processing personal data identified. Mandatory data protection, ICT and GDPR e-learning for all staff.	12
Balanced budget: Failure to maintain a safe and balanced budget for the delivery of services. This risk includes the ongoing uncertainty caused by Covid-19, one-year settlement only impact and continued delays to Fair Funding Review and Business Rates Retention	Failure to meet statutory obligation to deliver a balanced budget, risk to 'going concern' status. Increased reliance on reserves/lending. Reductions in local services.	12	Robust budget monitoring and medium term planning regime; regular monitoring meetings and reporting on variances. Revision to budget at mid-year point. Review of reserves and balances. Business partnering approach to support services, informal Executive discussions, introduction of KPI to highlight variance from budget.	8
Value for money: Failure to continue providing value for money for expenditure.	Inability to fulfil statutory obligations. Cessation of discretionary services. Cannot succeed as a council. Inability to achieve plans, loss of key staff and or	12	Monitoring and challenge processes adopted to improve accountability and responsibility for budget management, and drive cost and time performance	9

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	services, further use of reserves. Waste due to inefficient processes.		information. Training for staff (budget management, commissioning, and procurement). Monthly performance and financial monitoring information reviewed by SMT to drive efficiency and effectiveness. Regular review of corporate risk log. Detailed business cases and options appraisals to support informed decision making. Projects include clear measurable, agreed outputs to demonstrate the value added by the expenditure. Development of a Target Operating Model to support the drive for efficiency and growth.	
Change management: Failure to implement change management processes and procedures (LGR, transformation, operation, productivity, people)	Uncertainty around LGR. Reduction in customer service and satisfaction. Difficulty with staff recruitment and retention. Cannot effectively deliver future operating model/delivery. Inconsistent messaging and direction. Inability to consistently manage the productivity and performance. Cannot deliver statutory services due to Covid-19 work/absence. Service resilience for emergency planning. Volume of single point of contacts within the workforce, experience, knowledge, single point of failure. Industrial action.	12	LGR Programme Board and internal groups. Recovery Strategy; New Ways of Working programme; Communications Strategy - clear vision, transparent, engagement with all staff, to share ideas and change management visions. 1-2-1 meetings, appraisals, daily updates, communications with staff. Work with HR re sickness levels and wellbeing. Employee Engagement Group and management with stakeholders.	4
Major regeneration programmes: Failure to manage, resource and budget major regeneration programmes including Workington (Town Deal), Maryport (FHSF; HAZ) and others	Inability to progress major regeneration schemes resulting in failure to safeguard or create employment opportunities. Increase in construction costs and supply chain impacts. Deterioration in environment. Loss of assets. Reduction in business rates received. Loss of retail trade from town centres.	12	Ongoing dialogue with stakeholders, funders and delivery partners; recruitment of capital programmes/projects managers; appointment of strategic delivery partner for regeneration; identification of range of delivery methods including alternative economic development models; investigate potential private sector funding.	6
Business continuity plans: Business continuity and emergency plans do not meet business needs	Significant impact on wellbeing and health of residents. The Council does not comply with its duties as a Category 1 Responder under the Civil Contingencies Act. Priority services are not maintained, resulting in bad publicity and loss of confidence in management, delayed income	12	Business continuity plans developed by each service area and creation of Central Business Continuity Plan. Alternative sites identified for business. Transfer of telephony system to Microsoft Teams removing requirement for server access.	9

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	collection, increased unbudgeted expenditure costs. Future consequences of endemic are not considered.		Implementation of Cloud based application software (allowing access via any internet capable device) and hybrid working. Business Interruption insurance in place and Insurance cover in respect of council assets, reinstatement of data, additional increased cost of working. Business Continuity operating as business as usual to a degree for well over 2 years due to the pandemic. Emergency Planning and Business Continuity bought together to provide a combined business resilience unit. Review of corporate response Covid-19 and concurrent identified good practice and recommended some changes, now being implemented.	
Elections: Failure of the Authority to meet its statutory duty for Elections	Reputational damage leading to intervention from Electoral Commission; misrepresentation in some Wards.	12	Additional Deputy Returning Officers appointed to improve capacity. External support for Individual Electoral Registration process and weekly project meetings in run-up to elections. Covid-safe risk assessments for all processes; additional contingencies for core staff; additional delegation to support changes to polling stations; mutual support with other authorities.	12
Health: Health of the population worsens due to the long term impacts of the Covid-19 pandemic and impacts from cost of living crisis.	Worsening health of the population places increase strain on local services and has an impact on local labour markets.	9	Attendance at Cumbria Health and Wellbeing Board Working Group, Allerdale Health and Wellbeing Forum, linkage with Integrated Care Communities and lead the Allerdale Health and Wellbeing Forum. Implementation of the Resilient Communities Strategy and further investment into grass roots sport.	4
Operation London Bridge: Council fails to manage the requirements of the Operation London Bridge implementation plan	Reputational damage of failing to deliver on ceremonial requirements of the plan and business/LGR/Project impacts of diverting key staff to ceremonial duties associated with Operation London Bridge.	9	Monitoring reports on health of the monarch, linking with CLRF and regular reviews of plan.	6