## Appendix B: Corporate Risk Log Summary (risk score 9 or above) @ 19/10/22

| Risk | Impact | Risk score | Mitigation | Post mitigation impact |
|------|--------|------------|------------|------------------------|
| **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 and procedures. DPO/SIRO in place. Mandatory data protection e-learning for all staff. Compliance monitoring and business continuity exercise, phishing exercises etc. Ensure all new relevant contracts are cyber compliant and routine review of policies and procedures. | 12 |
| **Homelessness:** Significant increase in homeless demand | Pressures on the current low volume of temporary accommodation - increase in asylum/refugee seekers, cost of living crisis and reliance on neighbouring councils and housing associations. Increase in numbers presenting as homeless and demands on existing staff and wider service areas | 16 | Increase provision of temporary accommodation from other sources. Additional resources (current recruitment) and discussions with SERCO and Home Office. Training of staff and awareness to other areas through regular communications.  Training of for staff, knowledge of asylum seekers schemes. Continuously reviewing resource and capacity (staff and temp accommodation). | 8 |
| **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. | 12 | ABC is a member of Cumbria Coastal Strategy Group and the Flood and Coastal Risk Management Group. Implementing the Shoreline Management Plan which identifies the need to 'do nothing', 'hold the line', 'managed re-alignment' or 'advance the line' of coastal defence. Annual Coastal Protection budget in place.  Cumbria Coastal Strategy identifies work needed and provides a timeline for these works. ABC, as a Coastal Authority is working in partnership with CCC and EA to deliver coastal defence projects through a MOU agreement. As part of the CCS the EA provide Flood and Coastal Risk Management Grants. | 9 |
| **Balanced budget:** Failure to maintain a safe and balanced | Failure to meet statutory obligation to deliver a balanced budget, risk to 'going concern' status. | 12 | Robust budget monitoring and medium term planning regime; regular monitoring meetings and reporting on variances. | 8 |

| Risk | Impact | Risk score | Mitigation | Post mitigation impact |
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| 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 | Increased reliance on reserves/lending. Reductions in local services. | | 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. | |
| **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 services, further use of reserves. Waste due to inefficient processes. | 12 | Monitoring and challenge processes adopted to improve accountability and responsibility for budget management, and drive cost and time performance information. Training for staff (budget management, commissioning, and procurement). Monthly performance and financial monitoring information reviewed by SMT to drive efficiency and effectiveness. Budget timetable and reporting managed effectively. 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. | 9 |
| **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.<br><br>Employee Engagement Group and management with stakeholders. | 4 |
| **Major regeneration programmes:** Failure to manage, resource and budget major regeneration | 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. | 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 | 6 |

| Risk | Impact | Risk score | Mitigation | Post mitigation impact |
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| programmes including Workington (Town Deal), Maryport (FHSF; HAZ) and others | Loss of assets. Reduction in business rates received. Loss of retail trade from town centres. | | including alternative economic development models; investigate potential private sector funding; competitive tendering to drive value for money. | |
| **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 collection, increased unbudgeted expenditure costs. Future consequences of endemic are not considered. | 12 | Business continuity plans developed by each service area and creation of central Business Continuity Plan.<br><br>Alternative sites identified for emergency response and service delivery if required. Transfer of telephony system to Microsoft Teams removing requirement for server access at Allerdale House. 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. 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. Standing item on SMT agenda. Chief Officers tasked with ensuring that their department's plans are brought up to date, and regularly monitored. | 9 |
| **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 |
| **Information management:** Information is not managed in line with policy, procedure and regulatory requirements. Failure to deliver the | 1. Breach of GDPR & financial implications. 2. Reputation, trust & confidence. 3. Fines. 4. Commercial sensitive information. 5. Damage to relationship with partners we work with possibly won't work with us again. 6. Potential loss of staff through | 12 | Mandatory data protection online training for new staff on induction, annual refresher online training for all staff.<br><br>Information Governance Group established June 2022 meeting bi monthly until vesting day 2023. Information Governance Officer (trained and experienced) in post. | 12 |

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| requirements of the Data Protection Regulations. | dismissal. 7. ICO investigation. 8. Loss/misuse of personal data. 9. Loss of business time. 10. Could be put into special measures. 11. Substantial fine 12. Potential fraud. | | Senior Information Risk Owner (SIRO) confirmed and lines of responsibility for Information Assets. | |
| **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 |

## Definitions

**Risk scores:**