























Copeland Borough Council - Strategic Risk Register – Q3 and Q4 2019-20
(to 13th March 2020 – thereafter CBC Business Continuity Plan)

Status	Risk Code & Title	Impact	Likelihood	Score	Trend	Target Score	Ownership Managed By
	SR001 Failure to Maintain Focus on the Councils Core Business	4	4	16		12	Corporate Leadership Team
	SR002 Lack of Capacity, Resources and Capability to Deliver the Corporate Strategy and Core Services	4	4	16		16	Corporate Leadership Team
	SR003 Failure to Ensure Partnership Working to Deliver Corporate Priorities both within and outside the Council	3	3	9		9	Director of Growth and Inclusive Communities
	SR006a Failure of Copeland economy to fulfil its potential relating to new missions, Sellafield Transformation and economic transformation	4	3	12		4	Chief Executive
	SR007 Uncertainty Around Non-Domestic Rates, Appeals and Business Growth	3	3	9		9	Financial Resources Director
	SR008 Council ICT systems do not demonstrate resilience, redundancy and or high availability	3	3	9		9	Chief Executive
	SR009 Failure to Ensure Effective and Statutory Information Governance	3	4	12		12	Director of Corporate Services and Commercial Strategy

	SR010 Failure to Realise Income from Commercial and Trading Activity	3	4	12		12	Director of Corporate Services and Commercial Strategy
	SR012 Failure for the Council to prepare for the possibility of changes in Local Government governance arrangements.	3	3	9		9	Chief Executive
	SR004 Failure to Prioritise and put attention on Vulnerability and Social Inclusion	3	2	6		6	Director of Growth and Inclusive Communities
	SR005 Failure by the Council to Maintain an Effective Role within the Nuclear and Energy Sectors	3	2	6		4	Chief Executive

Likelihood	6	Very High	6	12	18	24
	5	High	5	10	15	20
	4	Significant	4	8	12	16
	3	Low	3	6	9	12
	2	Very Low	2	4	6	8
	1	Almost Impossible	1	2	3	4
			Negligible	Marginal	Critical	Catastrophic
			1	2	3	4
Impact						

SR001	Failure to Maintain Focus on the Councils Core Business	Current Risk Score	Risk Matrix	Trend	Last Reviewed	Risk Owner
Risk Description	Failure to focus on the Council's core business leads to not fulfilling Statutory and Regulatory duties nor meeting the needs of the people of Copeland	16			01-03-2020	CLT

Risk Contributing Factors	Risk Triggers	Risk impacts/Consequences	Current Internal Controls	Required Internal controls/actions	Target Risk Score
<ul style="list-style-type: none"> • Not updating the website and an inability to use digital resources effectively • Devolution/Post Election agenda and national political changes • PFI arrangements • Preparations for impact of Brexit • Maintain a balance between new discretionary priorities and existing and new statutory requirements 	<ul style="list-style-type: none"> • Sign-off of accounts • Elections / lack of political continuity • Resource cost change through loss of income, grant or core increase with static budget cost • Redirecting resources away from core business • Not acting on decisions made • Unavoidable delays due to external factors 	<ul style="list-style-type: none"> • Delays or changes to services without notice • Business Continuity Impact • Organisational resilience • Affect the most vulnerable in society • Inability to achieve investment in priority areas based on evidence/need • Reputational Damage • Loss of systems resulting 	<ul style="list-style-type: none"> MTFS Annual Budget Setting Process Annual service planning process and sign off. Communications with staff, stakeholders and partners (ongoing) Performance Management Framework Communications MD to meet regularly with the Labour Group Leader CLT decision making processes OSC challenge and monitoring 	<ul style="list-style-type: none"> • Pursue PFI Buy-out. Mayor and Chief Officers to meeting with Ministers and Senior Civil Servants to make Copelands case. • ICT infrastructure investment plan (2018-20) • Sign off of ICT Strategy and compliances • Implementation of ICT actions, projects and current priorities • Review of lessons learned from cyber-attack with MHCLG agreement. 	12

Risk Contributing Factors	Risk Triggers	Risk impacts/Consequences	Current Internal Controls	Required Internal controls/actions	Target Risk Score
<ul style="list-style-type: none"> • Gaining Member consensus over what constitutes core business and corporate strategy • Ineffective employment of resources • Continuous Service Improvement • Volume of work and lack of capacity at all levels • Government Strategy/ austerity resulting in uncertainty about funding and policy may influence decision making • Possibility of further elections may impact on likelihood to make difficult decisions. 		<p>in inability to deliver statutory requirements.</p> <ul style="list-style-type: none"> • Decision making in a timely way • Pressure on officer time due to increased use of scrutiny 	<p>Risk Management Framework</p> <p>Corporate Strategy 2016-2020</p> <p>Recruitment to key roles</p> <p>Partnership Delivery</p> <p>Business Continuity and Disaster Recovery Plans as part of annual Service planning process</p> <p>Lobbying Minister and Senior Civil Servants</p> <p>Aim High - Performance and Competency framework</p>		

SR002	Lack of Capacity, Resources and Capability to Deliver the Corporate Strategy and Core Services		Current Risk Score	Risk Matrix	Trend	Last Reviewed	Risk Owner
Risk Description	Constraints lead to a failure to resource critical functions		16			01-03-2020	CLT
Risk Contributing Factors	Risk Triggers	Risk impacts/Consequences	Current Internal Controls	Required Internal controls/actions	Target Risk Score		
<ul style="list-style-type: none"> • Inconsistent contract management leading to poor performance and lack of service capacity • Uncertainty and limitations of operational and project budgets. • Insufficient staff with the required skills to deliver core services and/or changes. • Staff have no additional capacity to take on additional projects. • Loss of Key Staff • and loss of interim staff 	<ul style="list-style-type: none"> • Significant changes in recylates values impacting on resources available • Potential reduction in budgets • Loss of key staff and single point of failure • Service reviews and Reorganisation • Increased demand on expanded statutory services • External pressures and reliance on good will and flexibility of staff and members 	<ul style="list-style-type: none"> • Reduction in external resources to meet statutory service costs e.g. recycling requiring risk reserve support to maintain service • Pace of delivery slows as key staff carry too great a workload • Business Continuity and organisational resilience impacting on corporate delivery plan. • Key Services not delivered • Performance declines • Reputational Damage 	<ul style="list-style-type: none"> Aim High - Performance and Competency framework People Strategy Change Management Policy Member Development Staff Flexibility Budget setting and monitoring Performance Management Framework OSC challenge and monitoring Recruitment to key roles Apprentice Programme Monitor and review of new or expanded service Contract Management Aim High - Performance and Competency framework 	<ul style="list-style-type: none"> • Agree and implement lessons learnt from cyber-attack and MHCLG case study 	16		

<p>at short notice</p> <ul style="list-style-type: none"> • Rate of change is rapid, change fatigue and failure to recruit. • Recommendations for change not always implemented due to lack of resources/capability • Training and induction of elected members • Ineffective Training programme • Risk to Capital Programme budgets if required level of receipts are not achieved 	<ul style="list-style-type: none"> • Failure to define core business • Partnership breakdown Or over reliance on partnerships • Prioritisation – failure to prioritise Leadership and management of the change programme and commercial agenda • Insufficient capacity to deal with the scale and pace of change required • Increased sickness absence • Poor training offer or take up • Non achievement of receipts set against the capital programme • learning form Cyber-attack not implemented 	<ul style="list-style-type: none"> • Increase in Staff Turnover or absenteeism • Reduction in staff morale • increased borrowing due to non-achievement of receipts set against the capital projects • Limited or loss of access to IT systems • Large scale IT recovery action plan has resource and capacity requirements 	<p>Staff Training and Development Programme</p> <p>IT Systems</p> <p>Corporate Training Directory 2019</p> <p>Reduced reliance in interim staff</p> <p>Cyber incidents log</p> <p>Monitoring of prices and income</p> <p>Operational Risk reserve</p> <p>Contract Standing Orders</p> <p>2020-2024 Corporate Strategy</p> <p>External grants funding</p>		
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SR003	Failure to Ensure Partnership Working to Deliver Corporate Priorities both within and outside the Council		Current Risk Score	Risk Matrix	Trend	Last Reviewed	Risk Owner
Risk Description	The Council continues to be involved in partnerships which are essential to Strategic Objectives and/or Service Delivery or involved in funding arrangements. If these partnerships are not developed, fail to operate effectively or fail entirely, then there are financial risks, service delivery risks and strategic objectives may not be achieved.		9			01-03-2020	Director of Growth and Inclusive Communities
Risk Contributing Factors	Risk Triggers	Risk impacts/Consequences	Current Internal Controls	Required Internal controls/actions		Target Risk Score	
<ul style="list-style-type: none"> Reduction in available external funding Voluntary Sector loss of public sector contracts Some partners are in the same position (public sector partners e.g. austerity measures) Capacity is therefore reduced Strategic alignment of key partnerships as priorities, resource and work shift or evolve over time. Sellafield activity post transition. 	<p>Continued reduction in partner's delivery resources due to austerity measures.</p> <p>Each agency having to make its own savings Lack of joined approach to savings programme and impact analysis</p> <p>Retrenchment of partners Lack of capacity to work together on known issues Taking resources out of partnership arrangements (cash and people)</p> <p>The need to re-prioritise partnership arrangements around agreed priorities.</p>	<ul style="list-style-type: none"> Less partnership activity due to partnership resources Ability to work differently in the future to maintain service provision Reputational impact Ability to maintain key relationships and the benefits associated with them Limited resources for joint working 	<p>Corporate Strategy 2016-2020</p> <p>Corporate Strategy Delivery Plan</p> <p>Aim High - Performance and Competency framework</p> <p>Strategic Partnerships Review</p> <p>Strategic Partnerships Review</p> <p>Outside Bodies annual review</p> <p>Copeland Partnership</p> <p>Cumbria Chief Officers Group</p> <p>Partnership Protocols</p> <p>Information Sharing</p>	<ul style="list-style-type: none"> Increased engagement and active support to key CVS partners impacted by loss of CCC contracts and building working relationship with new contractors 2020-2024 Corporate Strategy Continue to Identify any additional opportunities for partnership working and delivery to assist with treatment and transfer of strategy and operational risks 		9	

<ul style="list-style-type: none">• The impact of Government policy on district responsibilities	The need for new partners to deliver our Corporate Strategy		Protocols Develop skills for future through joint working partnerships		
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SR004	Failure to Prioritise and put attention on Vulnerability and Social Inclusion		Current Risk Score	Risk Matrix	Trend	Last Reviewed	Risk Owner
Risk Description	The Council has a moral, as well as a legal, obligation to protect the most vulnerable in society. Failure to do so would mean not fulfilling our legal obligations and not meeting the needs of residents.		6			01-03-2020	Director of Growth and Inclusive Communities
Risk Contributing Factors	Risk Triggers	Risk impacts/Consequences	Current Internal Controls	Required Internal controls/actions	Target Risk Score		
<ul style="list-style-type: none"> Residents who are most vulnerable will be most affected by any reduction in service delivery Need to invest in service areas which support the most vulnerable in the community Most vulnerable in society experience multiple impacts Most likely to be struggling at household level Least likely to have a voice in the decision- 	<ul style="list-style-type: none"> Reduced resources and access to external resources Lack of evidence of need or impact Taking decisions that have multiple impacts on the same communities Not identifying opportunities to work differently to help maintain services for those most in need Not engaging the hard to reach in the decision-making process 	<ul style="list-style-type: none"> Communities and residents suffer Health-related impacts worsen Community cohesion challenged Demand for public services increase Reputational issues for the Council Staff morale as unable to help those most in need or sustain these services most needed. Not getting access to 	<ul style="list-style-type: none"> OSC challenge and monitoring Social Inclusion Project Plans (bespoke) Social Inclusive Service Delivery Partnership Delivery - Social and Financial Inclusion Social Inclusion Policy Social Investment Programme Cumbria Intelligence Observatory Review of impact of Social Inclusion Policy External Funding Log VCS Liaison Children's Charter (2019) Equality Working Group (CBC) Stakeholder Engagement through 	<ul style="list-style-type: none"> Bi-annual review of Social Inclusion Policy impact review report via the Social Inclusion Board Maintain customer and local evidence and strategic needs assessments with partners 	6		



<p>making process</p>	<ul style="list-style-type: none"> • Welfare Reform/Universal Credit • Reduced capability to deliver services due Limited or loss of access to IT systems 	<p>Statutory Services when needed.</p>	<p>social inclusion.</p> <p>Safeguarding Policies and Training</p> <p>2020-2024 Corporate Strategy</p> <p>Social Inclusion Checklist</p>		
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SR005	Failure by the Council to Maintain an Effective Role within the Nuclear and Energy Sectors		Current Risk Score	Risk Matrix	Trend	Last Reviewed	Risk Owner
Risk Description	The Council represents Copeland residents and businesses in the nuclear and energy related projects. Failure to do so would result in a failure to secure community / business considerations / benefits and a failure to ensure appropriate regeneration of key areas.		6		—	01-03-2020	Chief Executive
Risk Contributing Factors	Risk Triggers	Risk impacts/Consequences	Current Internal Controls		Required Internal controls/actions	Target Risk Score	
Changes in leadership at Sellafield	SL transformation and risk to economy of Copeland /opportunity to broaden economic base	Failure to represent the community	Recruitment to key roles		New integrated SNEB Strong Relationship with RWM (radioactive Waste Management Ltd) and first project resourced Review and implementation of governance structure for collaborative / partnership working within nuclear and energy sector	4	
Failure to represent the community in nuclear and energy related projects, including issues relating to radioactive waste management and disposal	Failure to retain staff and/or skills	Inability to influence industry and government agenda to ensure recognition of Copeland's unique role in the sector	Planning Performance Agreements				
Failure to stay current, relevant and informed	Inability to secure funding for staff resource	Failure to secure social value	Cross departmental engagement through the nuclear programme				
Failure to respond to emerging Geological Disposal Facility process and other nuclear and energy related missions/opportunities	Nationally Significant Infrastructure Projects and Geological Disposal Facility programme slippage	Failure to achieve the necessary economic benefit from new development	Matching of staffing to external funding opportunities				
	Planning Performance Agreement commitments not met	Strength of partnership working and ensuring that CBC 'means business'	Engagement with industry and government, ensuring representation on national bodies and representative groups				
			Relationship with LEP Nuclear Sector Panel and Centre of Nuclear Excellence established				
			New Structures endorsed Strategic Planning Agreement 1				

<p>Maintaining a robust and adequately resourced relationship with Sellafield Limited as they 'transform', NDA, LEP, BECBC and others</p> <p>Sellafield transition and impact on the economy including potential impact of PPP procurement outcomes</p>	<p>Failure to engage in the production of key external documents, e.g. NDA strategies</p> <p>Failure to engage in OSCAR and other exercises</p> <p>Closure of THORP and Magnox</p>	<p>Negative impact on economy and development of a new relationship with the Nuclear industry</p>	<p>(SPA1) implemented and under discussion</p>		
			<p>Engagement with SL around Transformation established</p>		
			<p>Engage with SL and successful bidders to Programme and Project Partners (PPP) procurement to achieve specific investments in locality</p>		
			<p>Future Opportunities Group</p>		
			<p>Ongoing SL/NDA/CBC workshops</p>		
			<p>Commission of Copeland Vision and Nuclear Prospectus</p>		

SR006a	Failure of Copeland economy to fulfil its potential relating to delays in key nuclear missions including Moorside, North West Coast Connections and Sellafield Transformation		Current Risk Score	Risk Matrix	Trend	Last Reviewed	Risk Owner
Risk Description	Evidence of Oxford Economy Study and SL Transformation Programme and the consequential potential negative impact on the Copeland economy, future business rates and wellbeing of our community.		12			01-03-2020	Chief Executive
Risk Contributing Factors	Risk Triggers	Risk impacts/Consequences	Current Internal Controls	Required Internal controls/actions		Target Risk Score	
<ul style="list-style-type: none"> Loss of key personnel Delays to the development of the Moorside Project and the NWCC project Potential loss of Moorside site from the revised NPS for new nuclear developments Sellafield Transformation loss of job roles and implications for the local economy and local supply chain Outcome of SL PPP procurement process and loss of supply chain jobs 	<p>Decisions by UK Government and developers ref future plans for Moorside</p> <p>Publication of draft NPS by Government</p> <p>Announcement by SL of preferred bidders PPP</p>	<p>On-going uncertainty regarding the development of the site</p> <p>Loss of major growth opportunity and the jobs and investment that it brings with it loss of job roles at SL and knock-on effect within supply chain</p> <p>Diminished SL supply chain activity in the locality</p>	<p>NDA secure Moorside Meetings/lobbying with UK Government ref future of Moorside</p> <p>Develop key project proposals to offset Transformation impacts and diversify local economy e.g. Solutions Hub</p> <p>Commission of Copeland Vision and Nuclear Prospectus</p> <p>Collaborate with sector leaders to support commercialisation of Cumbria skills and capabilities</p>	<p>New Nuclear prospectus Copeland Vision</p> <p>Allerdale collaboration</p> <p>Strong relationship with Northern Powerhouse</p> <p>Devolution growth deal opportunities</p> <p>Commission of Copeland vision and nuclear prospectus</p> <p>Develop and manage a programme of lobbying and interventions</p> <p>Engage with NDA as current landowners of Moorside site to ensure future availability</p> <p>Agree approach to Transformation agenda with SL</p>		4	

and opportunities locally to wider UK and beyond				Develop ISH project Programme of interventions funded by socio impact fund agreed and implemented	
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SR007	Uncertainty Around Non-Domestic Rates, Appeals and Business Growth			Current Risk Score	Risk Matrix	Trend	Last Reviewed	Risk Owner
Risk Description	Changes in Local Government Finance means that income from NNDR is no longer guaranteed and significant appeals may result in a financial loss to the Council's finances.			9 	Likelihood low (3) Impact critical (3)		01-03-2020	Director of Financial Resources
Risk Contributing Factors	Risk Triggers	Risk impacts/Consequences	Current Internal Controls		Required Internal controls/actions		Target Risk Score	
<ul style="list-style-type: none"> • Introduction of new Business Rates system in April 2020 including new fair funding formula • Growth of businesses does not happen and level of appeals means overall rateable value drops • Performance of LEP not reflecting the Council's Growth ambitions 	<ul style="list-style-type: none"> • Uncertainty regarding income from future NNDR payments • Businesses enter the appeals procedure. • Failed /successful bids (e.g. Regional Growth Fund) 	<ul style="list-style-type: none"> • Uncertainty and potential loss of income due to NNDR resetting and new fairer funding formula. • Potential permanent reduction in the Council's base position • Loss of funded growth projects • Stalled development • Impact on the Medium Term Financial Statement. 	<ul style="list-style-type: none"> Budget setting and monitoring Corporate Strategy 2016-2020 External Bids and funding Council Input - SL socio-economic working groups and plans Growth Strategy Cumbria Business Rates Pool NDA Property Strategy NNDR monthly monitoring CBC Influence - regular meetings with NDA CBC Influence - Role of council on LEP 		<ul style="list-style-type: none"> • Budget Strategy and MTFs 19/20 to 21/22 (3yrs) to be agreed at Full Council Feb 2019. • Respond to Consultation on new Business Rates System and new fairer funding formula by Feb 2019 		9	

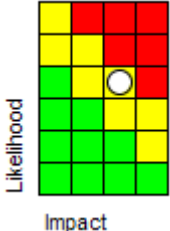

		<ul style="list-style-type: none"> • Overall financial position of Council e.g. going concern status • Council's relationship with nuclear sector. 	<p>CBC Influence - Regular dialogue with Valuation Office</p> <hr/> <p>respond to Government Consultation</p> <hr/> <p>Business Rates Relief Policy 2019-20</p>		
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SR008	Council ICT systems do not demonstrate resilience, redundancy and or high availability		Current Risk Score	Risk Matrix	Trend	Last Reviewed	Risk Owner
Risk Description	The Council is dependent on its Information and Communications Technology Systems to deliver its services. Failure of these systems, from any cause, will impact on service delivery, the Councils ability to manage its finances and the Council's reputation.		9			01-03-2020	Chief Executive
Risk Contributing Factors	Risk Triggers	Risk impacts/Consequences	Current Internal Controls	Required Internal controls/actions		Target Risk Score	
<ul style="list-style-type: none"> Limited capability to deliver priority actions Previous under investment in ICT infrastructure and business systems Inadequate business continuity and recovery arrangements, Resulting in major internal and/or external disruption to services in the event of an incident. Public Services Network Compliance achieved. Age and structure of 	<ul style="list-style-type: none"> PSN Health Check outcomes. Failure of IT systems due to a lack of resilience. Loss of site due to fire or another severe incident e.g. cyber-attack Loss of site due to flooding or other severe weather event. Major power failure and other utilities at Council buildings Effects of pandemics Major infrastructure 	<ul style="list-style-type: none"> Non ICT staff expected to have unrealistic levels of technical knowledge Inability to deliver core business including key/critical services e.g. benefits, refuse collection, homelessness applications, and emergency repairs. Reduction in availability of services available to residents/customers, for example, contact centre, customer services, telephony. Business Continuity 	<ul style="list-style-type: none"> Annual Budget Setting Process Business Continuity and Disaster Recovery Plans as part of annual Service planning process IT Systems IT Policies and Procedures National Cyber Security Standards compliance Funding allocation for PSN Health Check ICT Restructure Cyber-attack business continuity exercise 	<ul style="list-style-type: none"> SharePoint project to enable improved Information Management procedures. 2019/20 Budget resource New ITC strategy with resources in place and to include planned approach to Digitalisation of services in line with developing ICT strategy (on hold pending PSN outcome) Emergency Planning and business continuity plans Disaster recovery plan revised. IT equipment configuration to provide resilience & redundancy Monitoring of planned approach to IT Investment 	9		

existing networks and systems	changes <ul style="list-style-type: none">• Loss of key personnel• Contractor /supplier failure	<ul style="list-style-type: none">• Organisational resilience• Performance declines• Reputation damage• PSN/PCI Standards compliance• Inability to correspond using PSN			
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SR009	Failure to Ensure Effective and Statutory Information Governance	Current Risk Score	Risk Matrix	Trend	Last Reviewed	Risk Owner
Risk Description	The Council has legal and statutory duties to securely store and archive confidential and sensitive data. Failure to adequately secure confidential and sensitive information could result in litigation and financial loss to the Council.	12			01-03-2020	Director of Corporate Services and Commercial Strategy
Risk Contributing Factors	Risk Triggers	Risk impacts/Consequences	Current Internal Controls	Required Internal controls/actions	Target Risk Score	
<ul style="list-style-type: none"> Loss of IT Personnel Staff need to continually manage data – organisational behavioural changes Changes in information governance regulations and GDPR regulations changes Inadequate data sharing and data security arrangements. Paper records not kept securely or appropriately IT records not kept securely or appropriately 	<ul style="list-style-type: none"> Ineffective processes for sharing of data with appropriate agencies Theft or loss of data Theft or loss of equipment Cyber- attack Improper disclosure of confidential information. Disposal of IT equipment 	<ul style="list-style-type: none"> Inappropriate sharing of confidential / sensitive information Litigation for breaking the Data Protection Act Inappropriate sharing of personal information. Loss of data vital to key services through theft, damage, viral attack or inappropriate handling. 	<ul style="list-style-type: none"> Staff Flexibility Review current staffing arrangements and capacity and capabilities to meet service requirements IT Acceptable User Policy IAR - Information Asset Register Staff Training on GDPR and Data Protection Policies updated in relation to GDPR IT Policies and Procedures Secure archive for paper records Clear Desk Policy 	<ul style="list-style-type: none"> Archive Project and updated retentions policy Clear desk audit Information Governance internal audit assurance Share point and training to be rolled out to all staff Review and streamlining of documents held on the IAR by Managers LGA funded programme designed to enhance staff knowledge around protecting confidential and sensitive data 	12	

<ul style="list-style-type: none">• Lack of staff knowledge around protecting confidential/sensitive information				<ul style="list-style-type: none">• Data Protection Policy updated and timetable set for review and implementation of other Information Management Policies• Ongoing GDPR and DP training to be offered to new employees when required• Embed good data management practices	
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SR010	Failure to Realise Income from Commercial and Trading Activity		Current Risk Score	Risk Matrix	Trend	Last Reviewed	Risk Owner
Risk Description	In order to reduce the reliance on Central Government funding, the Council is developing commercial activities to increase income. Failure in these activities would impact on the Council's finances, its ability to provide services and reputation.		12			01-03-2020	Director of Corporate Services and Commercial Strategy
Risk Contributing Factors	Risk Triggers	Risk impacts/Consequences	Current Internal Controls	Required Internal controls/actions		Target Risk Score	
<ul style="list-style-type: none"> Lack of potential CBC investment due to current financial pressures Contract procurement not actively managed or highly effective was added to 'contributing factors' Market Failure Political support for commercial projects Opposition from staff/members towards commercial way of operating CBC affected by Local Businesses trading in the same market 	<ul style="list-style-type: none"> Staff find it difficult to adopt new approaches and ways of working Income generated fails to meet targets Local SMEs suffer reduced profits Public may not buy into the concept of the Council acting commercially. Commercial Strategy not implemented. Rejection of options to secure additional revenues, was added to the risk triggers. 	<ul style="list-style-type: none"> Council must cover losses from reserves Negative impact on local economy and bad publicity for the Council CBC not financially self-sufficient by 2021 Local Authority Trading Company is not profitable 	<ul style="list-style-type: none"> Annual service planning process and sign off. Commercial Strategy and Framework Communications Strategy for Commercial Communications Plan Contract Management Procurement Strategy Staff Training on Effective Contract Management Working with investors to identify potential CBC investment opportunities Appointment of Disruptive Market Analysis Contract Standing Orders 	<ul style="list-style-type: none"> Commercial Strategy 2019-23 Assessment by CLT of commercial operations and activity within the organisational structure Managers Guide to Effective Procurement to be rolled out. Commercialisation programme re-setting in process for more horizontal integration Clearly communicate the Commercialisation strategy, delivery plan and framework Training programme in support of the 	12		

<ul style="list-style-type: none">• Negative public perception of council operating commercially• Making the change to a commercial approach takes longer than anticipated.• Failure to ensure that our assets are maintained, invested in and fit for purpose.				<p>Commercialisation strategy and changes to organisational culture to be rolled out to staff and members</p> <ul style="list-style-type: none">• Monitor performance against projections	
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SR012	Failure for the Council to prepare for the possibility of changes in Local Government governance arrangements.		Current Risk Score	Risk Matrix	Trend	Last Reviewed	Risk Owner
Risk Description	New Government focus on devolution and reform of Local Government		9			01-03-2020	Chief Executive
Risk Contributing Factors	Risk Triggers	Risk impacts/Consequences	Current Internal Controls	Required Internal controls/actions		Target Risk Score	
<ul style="list-style-type: none"> • Not able to support a strong business case for best outcomes for residents • Lack of capacity to do potentially abortive work • Shortage of appropriate skills to progress • No budget allocation to support the work • Risks of budgets being frozen if change accepted 	<ul style="list-style-type: none"> • Devolution re launched post Brexit • CCC different approach to the Districts • Lack of continuity at ministerial level post Brexit. • Bid submitted and response received from MHCLG • Leaders Board decisions 	<ul style="list-style-type: none"> • Focus on Copeland current priorities is weakened. • Inability to deliver the capital programme • Senior management time diverted from core business followed by all management 	<ul style="list-style-type: none"> CLT and Executive and staff Briefed Agreement with six Districts MP briefed Joint districts study MOU with Allerdale BC Joint districts working SRR-IC Northern Powerhouse 	<ul style="list-style-type: none"> Engagement with blue light and health services. • Continuous monitoring • Mayor and Chief Executive monitoring Ministerial decisions with regard to changes in governance arrangements. District leaders meeting to formulate a plan 		9	