

Subject:	Corporate Risk Register Update – Quarter 3 and Quarter 4	Status:	For Publication
Report to:	Audit & Accounts Committee	Date:	28 th July 2020
Report of:	HR Manager	Portfolio Holder:	Resources
Key Decision:	<input type="checkbox"/> Forward Plan <input type="checkbox"/>	General Exception	<input type="checkbox"/> Special Urgency <input type="checkbox"/>
Equality Impact Assessment:	Required:	No	Attached: N/A
Biodiversity Impact Assessment	Required:	No	Attached: N/A
Contact Officer:	Clare Law	Telephone:	01706 252457
Email:	clarelaw@rossendalebc.gov.uk		

1.	RECOMMENDATIONS
1.1	That the Audit and Accounts Committee note the Corporate Risk Register as detailed in the report.
1.2	That members note the risk consequence, mitigation action and level of risk as detailed in Appendix 1.

2. PURPOSE OF REPORT

- 2.1 The purpose of this report is to inform Audit and Accounts Committee of:
- Review of the Corporate Risk Register as attached (Appendix 1).

3. BACKGROUND

- 3.1 The matters discussed in this report impact directly on the following corporate priorities:
- **Priority 1 – A clean and green Rossendale** - Our priority is to keep Rossendale clean and green for all of Rossendale’s residents and visitors, and to take available opportunities to recycle and use energy from renewable sources more efficiently.
 - **Priority 2 - A connected and successful Rossendale that welcomes sustainable growth** - Our priority is to ensure that we are well connected to our residents, key partners and stakeholders. We want to make the most of every pound we spend and we are always looking for new and innovative ways to make the resources we do have, work harder for us.
 - **Priority 3 - A proud, healthy and vibrant Rossendale** - Our priority is to ensure that we are creating and maintaining a healthy and vibrant place for people to live and visit. We celebrate the health, vitality and enterprise of the people who live in, do business in and visit Rossendale.
- 3.2 In completing this report, consultation has been undertaken with;
- Management Team
 - Portfolio Holder for Resources
 - Overview and Scrutiny Committee.
- 3.3 The Council details its approach to managing risk in its Risk Management Strategy (updated March 2016), which sets out the framework of monitoring and reporting of risks.
- 3.4 The Council’s Corporate Risks are monitored via the quarterly performance reporting

schedule using a R/A/G rating dashboard to report the risk status.

If a potential issue was identified during the periodic monitoring of the risk, the responsible officer would be required to identify the risk and note the actions needed to mitigate the level of risk.

The report covers the Corporate Risk Register for quarter 3 and quarter 4 due to the Audit and Accounts Committee that was due to be held on 23rd March 2020 was cancelled due to the covid19 pandemic and the external auditors' apologies for absence due to lockdown.

3.5 The Council has reviewed and continues to monitor the council's corporate risks.

The corporate risks has categorised them at the end of Quarter 3 as the following:

	Quarter 3 2019-2020
Low	0
Medium	10
High	1

The corporate risks as categorised at the end of Quarter 4 are as follows:

	Quarter 4 2019/20
Low	0
Medium	8
High	3

The three rated as 'red' are: risk 2 –Major disaster affecting the delivery of Council Services, 4. Sustainability of the County Council budget and risk 5 – non-delivery of Spinning Point.

2. Major disaster affecting the delivery of Council Services.

The RAG status changed from Amber (C2) to Red (A1) with increase in the likelihood and impact of a major disaster due to the pandemic commencing at the end of quarter 4. The Council's Emergency Plan and Business Continuity plans were initiated, and services continued to be delivered with the exception of site visits, internal and external face to face contact meetings and the closure of OSS (customer contact centre) suspending face to face contact to public.

Officers worked with the Lancashire Resilience Forum (LRF) and multi-agency partners to provide a joined up approach to deliver the Council services and the Community Hub to support vulnerable residents.

The Business Continuity Plans were regularly reviewed and stress tested throughout the pandemic and additional measures were put into place as needed to support a covid secure workplace, such as, additional PPE etc.

4. Sustainability of the County Council budget

In February 2020 the County Council approved their budget which included £58m savings over the period 2020/21 to 2022/23. The County Council themselves identify the budget as one of their highest level risks in the Council's risk register. This level of budget reductions

is likely to have an impact on service provision for our residents. There is also a risk of cost shunting to District Councils. The position needs on-going monitoring

5. Non delivery of Spinning Point

The RAG status changed from Green (E2) to Red (A1) with the level of impact and likelihood increasing due to the decision taken at Council to no longer progress Phase 2 with a direct impact on the MTFS and £900k repayment Growth Deal grant.

The risks will continue to be monitored by Management Team on a regular basis and are referred to in Appendix 1.

- 3.6 A review of the Corporate Risks was completed during Quarter 4 together with the light refresh of the Corporate Strategy and will continue to be reported quarterly to the Overview and Scrutiny / Audit and Accounts Committees.

The Corporate Risk Register remains the same with the exception of the removal of Risk 5 - Non delivery of Spinning Point.

4. RISK

- 4.1 All the issues raised and the recommendations in this report involve risk considerations as set out above.

5. FINANCE

- 5.1 Any financial implications arising are noted in this report.

6. LEGAL

- 6.1 There are no immediate legal considerations attached to the recommendations in this report.

7. POLICY & EQUALITIES IMPLICATIONS

- 7.1 Effective Risk Management is very important to the Council, and the Council is committed to improving on an on-going basis how it manages and mitigates risk. A very important part of this process is robust and transparent scrutiny and taking timely, corrective action to improve risk management.

8. CONCLUSION

- 8.1 The revised Corporate Risk Register will support the ongoing monitoring and mitigation of risk to the Council.

Background Papers	
Document	Place of Inspection
Corporate Risk Register	Appendix 1
Risk Management Strategy updated March 2016	https://www.rossendale.gov.uk/downloads/download/10836/risk_management_strategy

Performance Quarterly Report – Quarter 4 2019-2020

Corporate Risks

Risks are those things which might present a barrier to us delivering the things we have undertaken to achieve. Each year the Council considers and reviews the potential risks it is facing and looks at what it might do to minimise the occurrence of such risks – this information is then regularly monitored and reviewed.

We profile our risks using a standard matrix (shown below) which is based on our making two judgments about each potential risk faced by the Council.

The Council’s Risk Matrix

Likelihood	A					
	B					
	C					
	D					
	E					
	F					
		5	4	3	2	1
Impact						

Likelihood

How likely is it that the risk may occur (rated A-F, A being the most likely)

Impact

How serious might the consequences of the impact be (rated 1-5, 1 being the highest consequence)

Therefore a risk rated A1 is the highest risk rating and a risk of F5 is the lowest risk rating.

Risk RAG (Red, Amber and Green) rating status indicators	
Risk Status	Status description
GREEN	The likelihood and impact of the risk is low
AMBER	The likelihood and impact of the risk is medium
RED	The likelihood and impact of the risk is high

1. Sustainability of the Medium Term Financial Strategy

Description	<p>The Council's latest Medium Term Financial Strategy (MTFS) update published February 2020 indicates an underlying funding gap of c £440k per annum. The Council must take appropriate action in order to balance its annual expenditure in future years against its available annual income and other revenue resources.</p>			
Risk Consequence	<p>The Council has a legal obligation to publish an annual balanced budget; that it is to say its budget expenditure must equal its available income and any available reserves.</p> <p>Council reserves are limited and equate to only circa 3 years given the anticipated funding gap. Therefore additional income must be identified or annual costs reduced in future years.</p> <p>The Council is currently restricted to a maximum 2% annual increase in Council Tax in order to avoid triggering a referendum</p>			
Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	C	2	C2	AMBER
Mitigation Action	<p>The MTFS does not indicate a significant narrowing of the gap in the next four years, however, the deficits in future years are significantly less than previous MTFS cycles by around c£500k.</p> <p>With the decision to not proceed with the Spinning Point development, new commercial opportunities will need to be identified to generate additional revenue. Of equal importance will be improved efficiency and effectiveness of services, with departments across the Council being challenged to be more effective.</p>			
Quarter 3 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	C	2	C2	AMBER
Comments	<p>The most significant risk within the MTFS is the, as yet unknown consequences of the Government's "Fair Funding Review" and the final detail of the national 75% retention of business rates scheme once the scheme is known and the impact on the Council's current Business rates growth retained of c. £800k pa – this current annual income is at risk as from 2020/21. As noted previously this was due to be published in time for 20/21 financing arrangements but has been postponed.</p>			
Quarter 4 Risk – level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	C	2	C2	AMBER
Comments	<p>The MTFS includes an estimate for 2% pay award in 2020/21 however the National Employers have made a final offer for 2020/21 of a 2.75% increase for all Local Government employees. This will have an adverse impact on the MTFS of c£42k ongoing.</p>			
Responsible Officer	Head of Finance			

2. Major disaster affecting the delivery of Council services

Description	The Council has statutory duties under the Civil Contingencies Act (2004) and to carry out Emergency Planning and Business Continuity management activities to minimise the impact of a civil emergency or business interruption on people living, working and visiting the Borough.			
Risk Consequence	Failure to have robust contingency plans in place could result in the failure to deliver Council services, such as, the collection of residential and trade waste, burial services and payment of supplier and benefits.			
Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	C	1	C1	AMBER
Mitigation Action	<p>Robust RBC Emergency and Business Continuity Plans are in place. The Plans are updated and tested regularly through a quarterly Emergency Planning Meeting. The Plans are embedded with the Senior Management Team as critical working documents to support the continued delivery of essential council services. All members of the Senior Management Team attend the Emergency Planning Meeting and have a copy of the Plans.</p> <p>RBC is a member of Local Resilience Forum (LRF), officers attend meetings and undertake regular training exercises. RBC Plans are available on the Resilience Direct website exercises.</p> <p>Mutual Aid agreement in place with all Local Authorities across Lancashire.</p>			
Quarter 3 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	C	2	C2	AMBER
Comments	The Council's CEO is the strategic lead for Emergency Planning supported at a tactical level by the Emergency Planning Team. The Council has an out of hours' procedure in place.			
Quarter 4 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	A	1	A1	RED
Comments	The council's Business Continuity Plan was activated during quarter 4 due to the coronavirus pandemic. All critical and priority services have continued to be delivered in a timely manner and risks managed.			
Responsible Officer	HR Manager			

3. Incident resulting in death or serious injury or HSE investigation

Description	Under the Health and Safety at Work Act 1974, the Council has a duty of care towards the health, safety and wellbeing of its employees.			
Risk Consequence	Failure to have robust health and safety processes and procedures in place could result in sanctions from the Health and Safety potentially impacting on the council services.			
Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	D	1	D1	AMBER
Mitigation Action	The Council has robust health and safety policies and procedures in place, including a Health and Safety Manual, Safe Systems of Work and Risk Assessments, training matrix, Health and Safety incident reporting procedure, Health and Safety audit schedule operating on a two year rolling cycle (annually in Operations).			
Quarter 3 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	D	1	D1	AMBER
Comments	<p>All the services areas have been audited within the periodic audit schedule. It is noted Service areas and employees most at risk being:</p> <ul style="list-style-type: none"> • Refuse • Parks and Open Spaces • Anyone performing lone worker duties. 			
Quarter 4 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	D	1	D1	AMBER
Comments	Service Area risk assessments have been reviewed in light of the covid19, to ensure the council meets the government guidelines with the health and safety of the staff being paramount. Consultation has been undertaken with Trade Unions specifically in relation to the refuse and recycling service in relation to social distancing in the cabins and PPE.			
Responsible Officer	HR Manager			

4.Sustainability of the County Council budget

Description	Like all local authorities, Lancashire County Council has to maintain a balanced budget. This will mean making budget reductions of over £120m in the next few years.			
Risk Consequence	In February 2020 the County Council approved their budget which included £58m savings over the period 2020/21 to 2022/23. This level of budget reductions is likely to have an impact on service provision for our residents. There is also a risk of cost shunting to District Councils.			
Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	B	2	B2	RED
Mitigation Action	<p>Rossendale BC will continue to work with County Council to find ways of reshaping services to reduce costs whilst ensuring shared outcomes are achieved.</p> <p>We will support joint leadership and CX meetings to find new ways of working together for the benefit of our residents</p> <p>We will interrogate Council savings proposals and identify risks to our residents and to our services.</p>			
Quarter 3 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	C	2	C2	AMBER
Comments	On 13 February 2020 the County Council agreed its 2020/21 budget of £844m. The County Council is committed to a significant savings programme (c£58m over the period 2020/21 to 2022/23). The council is balancing next year's budget without the use of reserves. The County Council themselves identify the budget as one of their highest level risks in the council's risk register. The Government's announcement of additional funding for social care through the Adult Social Care Precept has a positive impact on the budget position but this may well be offset by increases in demand for social care.			
Quarter 4 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	B	2	B2	RED
Comments	Lancashire County Council budget agreed in quarter 4. The position needs on-going monitoring.			
Responsible Officer	Chief Executive			

5.Non delivery of Spinning Point

Description	Spinning Point is a Corporate Strategy project. Phase 1 comprises a bus station and 2/4 retail units. Phase 2 will provide a spa plus, a residential offer and 7 retail/food and beverage units.			
Risk Consequence	The delivery of the project supports the MTFs by providing a revenue stream and business rates income. Failure to deliver the project could result in a clawback of up to £1.9m if delivery targets are not met and the associated economic/social benefits may not be realised.			
Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	D	2	D2	AMBER
Mitigation Action	A comprehensive live risk register has been developed to support the delivery of the Spinning Point project. The project is managed through the monthly Programme Board, Members are regularly updated on the progress of the project.			
Quarter 3 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	E	2	E2	GREEN
Comments	No change.			
Quarter 4 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	A	1	A1	RED
Comments	A decision was taken at Council to no longer progress Phase 2 with a direct impact on the MTFs and £900k repayment of Growth Deal grant.			
Responsible Officer	Director of Economic Development			

6. Non-delivery of the Borough's economic development strategy

Description	The Council has put in place an ambitious Economic Development Strategy and Action Plan to implement the economic growth elements of its Corporate Strategy.			
Risk Consequence	The investment based revenue generation schemes identified within the economic development strategy will underpin the MTFS. In addition, sweating or realising existing assets will underpin the MTFS. Failure to deliver would lead to the inability to support the delivery of the Medium Term Financial Strategy.			
Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	C	2	C2	AMBER
Mitigation Action	<ul style="list-style-type: none"> • Development and delivery of identified revenue growth projects at York Avenue and Futures Park. • Review of rentals on industrial estates underway. • Bringing forward Council owned land for development or sale, for example, Dark Lane, Haslingden Baths, Pennine Road, Cowtoot Lane and Rosso Depot. 			
Quarter 3 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	D	2	D2	AMBER
Comments	<ul style="list-style-type: none"> • Positive execution is reliant on market demand eg. disposal of Rosso Depot. • The restructure of the property services function in favour of asset management should support additional staff resourcing to support activity. 			
Quarter 4 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	C	2	C2	AMBER
Comments	Work has progressed on Futures Park plots, Bacup FHSF bid etc.			
Responsible Officer	Director of Economic Development			

7. Non-delivery of the Local Plan

Description	<p>The Local Plan is a plan for the future development of the local area, drawn up by the Local Planning Authority. It guides decisions on whether or not planning applications can be granted. In law, it is described as the Development Plan Documents adopted under the Planning and Compulsory Purchase Act 2004. The Local Plan is due to be adopted in late 2020 or early 2021. There is a risk that it will not be adopted or that the adoption of the plan will be seriously delayed or that the process will be taken out of the Council's hands and that the Government will intervene.</p>			
Risk Consequence	<p>Risk of the Local Plan not being delivered is low. The risk of the plan being delayed is moderate. If the Plan is not Adopted, late this year or early next, it is likely, the Council would have to re-consult at both Regulation 18 & Regulation 19 stages, which would be time consuming and expensive (as the evidence base would need updating).</p> <p>The risk of delay includes a reputational issue; there may be short term criticism from elected members and MP's, as well as from the development industry. There may also be an environmental risk if planning appeals are being allowed on development sites which the Local Authority does not consider suitable for development. The risk of this increases the longer it takes to adopt the plan.</p> <p>The main risk of delay comes from changes to Government policy and particularly the calculations of housing need. Another risk is from specific projects and development sites not being able to be delivered. This will have a significant impact on how much land for housing, employment & infrastructure, Rossendale has to allocate and where development will be located. This carries a reputational and environmental risk as well as a political risk for our elected members.</p>			
Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	C	2	C2	AMBER
Mitigation Action	<p>Measures in place to reduce the risk include the Local Plan Action Plan which is a project document outlining the actions required following the Hearing Sessions into the Examination of the Local Plan. This is updated and sent to the Planning Inspectorate on a regular basis. The Local Plan Steering Group made up of Officers and Councillors also meets on a regular basis to keep members informed of issues and the timetable. Monthly meetings also take place between the Planning Manager and the Portfolio Holder and also separately the Planning Manager and Director. A Barrister has been retained to provide expert advice as required.</p>			
Quarter 3 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	D	3	D3	AMBER
Comments	<p>No comments.</p>			
Quarter 4 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	D	3	D3	AMBER
	<p>Local Plan is on track for completion (slightly delayed by Covid 19 but the overall timeline is unaffected)</p>			
Responsible Officer	<p>Planning Manager</p>			

8. Changes to government policy on the delivery of the Council's services

Description	Like all local authorities Rossendale Council is a statutory body that is subject to changes being consulted upon and or implemented by central government that might affect how we operate and serve our residents/businesses			
Risk Consequence	The risk that the Council fails to react and be prepared for any changes being proposed or implemented by central government.			
Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	C	2	C2	AMBER
Mitigation Action	<p>The Council takes every step to be aware of any changes as soon as they are known: The council is a member of the LGA and District Councils Network who keep us informed of government policy and consultations. They also lobby on behalf of council's to mitigate the impact of any change.</p> <p>We are also signed up to receive daily emails from LGiU who provide daily government news and other LGiU policy briefings to officers and councillors who wish to subscribe.</p> <p>The Chief Executive and Leader of the Council meets our two MP's quarterly.</p> <p>The Councils Corporate Management Team (CMT) continually monitor and assess government's position on funding to be distributed to Local Authorities and other Government announcements that impact funding.</p> <p>CMT scanning for all relevant government announcements. Utilising officer professional network as an additional source of information. Through our communication service level agreement (SLA) we receive a weekly government policy update.</p>			
Quarter 3 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	C	3	C3	AMBER
Comments	<p>The last significant legislation change which directly affected the council was the Homelessness Reduction Act (2017). The impact of this has been felt over the last 12-18 months as greater responsibility has been placed on the council to prevent homelessness. Additional resources have been received from Government to support these responsibilities and the council is managing this effectively.</p> <p>Future legislation following the UK's exit from the EU may well have the biggest future impact on the council. At this time the exact impact is not known but the situation will be monitored closely.</p> <p>Announcements in the March 2020 Government Budget will affect the number of businesses paying business rates and funding for councils affected by flooding. The exact impact of these is unknown and the council awaits further details from the Government.</p>			
Quarter 4 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	C	3	C3	AMBER
Comments	The council has addressed the Government's announcements in Quarter 4 in relation to the coronavirus and implication for council services			
Responsible Officer	Chief Executive			

9.Sustainable Workforce				
Description	There is a requirement to have a sustainable workforce to deliver the council services to residents and customers.			
Risk Consequence	Failure to have a fully resourced, trained staff could result in the failure to deliver statutory and non-statutory service in a safe and professional manner to residents and customers.			
Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	D	3	D3	AMBER
Mitigation Action	The Council has robust HR policies and procedures, an agreed Authorised Establishment, performance management framework, Service Area Business Continuity Plans in place.			
Quarter 3 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	D	4	D4	AMBER
Comments	<p>An organisational development strategy is currently being developed to support the Corporate Strategy and the Council's workforce planning.</p> <p>The level of turnover of staff is monitored through performance management as a Key Performance Indicator benchmarked against the National Average.</p>			
Quarter 4 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	D	3	D3	AMBER
Comments	Director of Communities and Head of Finance commenced employment March 2020, the Council's Emergency Plan and business continuity plans were invoked to support Covid-19. Council officers worked closely with LRF, home working facilities were put in place to support home working for office based staff, staff were redeployed to support the Community Hub, business continuity service plans were stress tested, work place risk assessments were reviewed to ensure PPE and safe working practices were in place to support a covid secure workplace.			
Responsible Officer	HR Manager			

10. Insufficient data and cyber security

Description	Cyber security presents one of the most challenging areas for both the public and private sectors. With the proliferation and severity of attacks constantly increasing this represents a major threat.			
Risk Consequence	Cyber-attack resulting in a complete loss of all systems coupled with malware being spread across the entire network. Data breach resulting in information loss causing reputational damage and resulting in a financial penalty due to non-compliance with statutory requirements such as GDPR (General Data Protection Regulation), PCI DSS (Payment Card Industry Data Security).			
Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	C	1	C1	AMBER
Mitigation Action	To protect against a data breach RBC, host all Council Data in Tier 3 Data Centres located in different Geographical regions and are backed up daily. RBC Data Centres also hold the following accreditations: ISO27001:2013, PCI-DSS. RBC adopts a Risk Insight approach to determine the Treat Landscape and more importantly its evolution. RBC have received notification of meeting the Public Services Network (PSN) which means the Councils' Infrastructure met all the security requirements to allow connection to the PSN.			
Quarter 3 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	D	1	D1	AMBER
Comments	No change.			
Quarter 4 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	C	1	C1	AMBER
Comments	Logrhythm Security Information and Event Management (SIEM) has been implemented in the Revenues and Benefits Data Centre. The application is used to collect logs from the edge network and from the malware protection servers to provide protective monitoring of the environment. Logrhythm's Artificial Intelligence engine is then used to alert any security issues.			
Responsible Officer	Head of Customer Services and ICT			

11. Poor communications and public relations

Description	Good communication and public relations is essential to inform, maintain and develop relationships with residents, customers and partners to provide Council services.			
Risk Consequence	<p>Failure to communicate and respond to issues as they develop and inadequately or inappropriately communicating.</p> <p>Could lead to a major loss of reputation for the Council on a local, regional and national level. A loss of reputation can damage staff morale, destroy trust between the Council and residents and impair the relationship between the council and its partners meaning projects and services delivery is damaged.</p>			
Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	D	1	D1	AMBER
Mitigation Action	<p>Communication methods in place to support face to face, mail or electronic communications.</p> <p>Developed website and social media channels provide 24/7 service. Experienced communications team to support Council officers to deal with communications in a timely manner and promote the work of the Council.</p> <p>Central communications team of senior and experienced officers in place co-ordinating messages and responding to issues in a timely manner.</p>			
Quarter 3 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	D	2	D2	AMBER
Comments	A confidential communications and risk grid is updated and shared with Senior Management Team on a weekly basis.			
Quarter 4 Risk - level of impact and likelihood	Likelihood	Impact	Overall Risk	RAG Status
	D	2	D2	AMBER
Comments	<p>Extensive communications work was undertaken in relation to February floods and Covid 19 impact on Council Services, information to keep residents and partners was shared via the Council's website and social media platforms.</p> <p>Staff were informed regularly by CEO email and zoom briefings.</p>			
Responsible Officer	HR Manager			

