

Quarter 3, 2022--2023 Corporate Risk Register

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY Strategic Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
CR1	Universal Credit (UC)	Ongoing changes to the welfare system and Universal Credit impact on resources in Benefits and Customer Services.	Resources allocated to the team are not in line with workload demands.	Financial and Resource	4	1	4	<ul style="list-style-type: none"> The Local Council Tax Reduction Scheme has been redesigned to improve the customer experience and make it easier/more efficient to administer. The new scheme was adopted by the Council in February 2022 and is now in place for 2022-2023. A service review will ensure the team is flexible and can adapt to changes in workload in future years. Following a major system upgrade, improved document management functions, the introduction of a linked CRM system and automation are being explored to increase productivity within the team and improve interaction with customers. Recruitment for the new Technical and Training Officer position will begin in January, followed by a Customer Service Advisor post. We expect both positions to be filled by March. 	2	1	2	Continually monitor the workload and resources allocated to the team.	Mitigating actions updated in Q3 to include the recruitment of the Technical and Training Officer and Customer Service Advisor.	Head of Customer Services
CR2	Fraudulent activities	The possibility of fraud being undetected.	National studies show fraud leads to a significant loss of resources within the Public Sector as a whole.	Financial and Reputational	4	3	12	<ul style="list-style-type: none"> The Council has a Shared Service Arrangement with Derby City Council which supports the delivery of the Council's Anti-Fraud & Corruption Plan, which aims to introduce stronger anti-fraud processes across council tax, business rates, benefits, Right to Buy, social housing, supported accommodation and wider service areas. The unit also delivers fraud awareness training across the Council. This agreement was extended for 2022-2023. Public agencies such as the DWP and HMRC increasingly share data with local authorities on a real-time basis. This allows compliance checks to take place to spot and eliminate the potential for fraud and error in a timely manner. Single Person Discount checks on Council Tax are also regularly undertaken. 	2	2	4	<ul style="list-style-type: none"> The Fraud Unit have an annual work programme which is considered and approved by the Audit Sub-Committee. Outcomes are also reported to the Audit Committee. 	Additional vigilance due to Covid-19 removed from 'further actions required'.	Head of Customer Services
CR3	Procurement Services	Limited resources to enable good quality advice and support for Services.	The Council does not have its own procurement department	Resource	3	3	9	<ul style="list-style-type: none"> The Council is part of a Shared Service Arrangement with other Derbyshire Agencies and has access to a wider pool of resources for support and advice. 	1	3	3	Continue to review the SLA with the Lead Partner.	No change in Q3.	Corporate Resources, Strategic Director

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CR4	Public Building	Ensuring public buildings are safe and have adequate repair budgets to ensure they remain fit for purpose.	Funding available within the budget provisions to deliver the planned maintenance programme.	Financial and Compliance	2	3	6	<ul style="list-style-type: none"> The additional repairs reserve has addressed the risk in the short term. Condition surveys are being undertaken with a view to preparing a planned maintenance programme and comparing estimated costs against available budgets. The safety measures identified within the Covid-19 risk assessments have been implemented. 	2	2	4	<ul style="list-style-type: none"> Continually monitor and review the repair budgets to ensure adequate funding is available for the Planned Maintenance Programme going forward. 	No change in Q3.	Head of Corporate Property
CR7	Payroll Service	There is no additional capacity or expertise within the team to cope with any down time.	Employees and members not receiving payments due is significant.	Resource	4	4	16	<ul style="list-style-type: none"> A report was approved in August 2021 for the approval to look into a new system or provide additional resources. There is a support function for payroll provision available to the Council from the supplier of the payroll software which can be utilised in an emergency. Discussions regarding cover of the payroll service are currently underway with the software supplier to make the detail more formal. 	1	2	3		No change in Q3	Head of Finance
CR9	Transformation Compliance	Committing to already allocated resources or finances of projects outside the annual work programme for ICT and Business Change	The Council has signed up to a Transformation Roadmap which would be adversely affected and not delivered therefore failing the corporate plan target.	Strategic	4	2	8	<ul style="list-style-type: none"> Ensure all Heads of Service are aware of the roadmap and the implications of adding additional projects. Ensure Transformation Steering Group members understand when they are involved in other work how that affects the ability to deliver critical transformation projects. Key TSG members feeding back any discussions or ongoing work relating to unauthorised projects as soon as possible. 	3	2	6		No change in Q3.	Head of Business Change, ICT, Digital

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CR10	Banking and Counterparty Limits	Authorised signatories being unavailable, Internet failure resulting in no access to the bank accounts.	Result in a breach of the approved counterparty limits set by the Council.	Resource	4	3	12	<ul style="list-style-type: none"> Annual leave and meetings of both approvers and administrative functions are monitored by the team to ensure any potential risks are mitigated. 5 administration staff have responsibility for setting up transfers of cash therefore any external internet failure is mitigated by having at least 2 other staff to take over the process. There are 3 approvers for banking transactions, 2 of which are the S151 and Deputy S151 Officers. At least 1 of these officers is always available for approvals. Cash flow forecasts are updated daily, and any known transfers are set up in advance. The risk of the Internet failure is mitigated through risk CR23. 	1	1	1		No change in Q3.	Head of Finance
CR11	Failure of systems external to Finance	The Academy system interfaces data for Housing Benefit, Council Tax and Business Rates daily. The AIM system interfaces cash files daily.	Impacts of Customer accounts and financial statements not being up to date with cash paid and the FMS not including all assets and liabilities resulting in potential qualification of the Financial Statements.	Compliance and reputational	2	3	6	<ul style="list-style-type: none"> An annual maintenance fee is paid to the system providers for system support and disaster recovery. Daily reconciliations of cash are completed by the Finance team to ensure that any failure is recognised immediately. To prevent any reputational issues, a major failure would result in debt collection reminders being delayed. Bank accounts are also reconciled daily, and any missing cash files would be manually transferred into the FMS to ensure the Debtor position is correct. Council Tax, Business Rates and Housing Benefit interface files are reconciled monthly but the processing of the interface files is a manual task so any failure of file generation would be recognised immediately and reported to the IT Helpdesk. An upgrade to the Academy system has taken place. 	1	1	2		No change in Q3.	Head of Finance

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CR12	Government Funding - a reduction in core funding	As a growth area, the Council's proportion of core (Government) funding is heavily reliant on the New Homes Bonus (NHB) and Business Rates, and this has started to reduce.	The Council's core funding was reduced by £418,000 between 2021/22 to 2022/23 and by a further £100,000 in 2023/24. If this trend continues, then the Council will need to review its income and expenditure ahead of the MTFP.	Financial	4	3	12	<p>Financial Planning</p> <ul style="list-style-type: none"> The Council plans its finances over five years for the General Fund and 10 years for the Housing Revenue Account. Its financial target of achieving a minimum level of contingency balance on a rolling five-year basis allows for a planned and timely approach to address any financial difficulties. The Medium-Term Financial Plan (MTFP) is regularly reviewed, updated, and reported to the Finance and Management Committee on a quarterly basis. <p>Current Financial Position</p> <ul style="list-style-type: none"> Overall, the General Fund currently shows a healthy position due to the level of reserves, although the medium-term projection forecasts an increasing deficit in future years as it highlights increasing expenditure to meet the population growth, but a reduction in Government funding. Projected budget deficits could be financed from reserves if required, although this would become unsustainable after 2025/26. The Council has approved that no new revenue spending, over and above that approved by the Council in February 2023, is committed until the medium-term situation becomes clearer. 	4	3	12	The Medium-Term Financial Plan is being kept under review and reported to the Finance and Management Committee on a quarterly basis.	The impact of Covid 19 has been removed from the mitigating actions	Strategic Director, Corporate Resources
CR13	The Economy - the impact of the national economic situation locally.	Rising inflation and a gap in the supply of materials, services, and labour.	Rising costs, the availability of materials and pressure on recruitment and retention.	Financial	4	3	12	<p>Support for Local Businesses</p> <ul style="list-style-type: none"> The Government has provided various funding and support for local businesses and residents to help them overcome the impact of Covid-19 and more latterly, with support for energy bills and the cost of living. <p>Regeneration</p> <ul style="list-style-type: none"> In addition, major residential development has largely continued and following an initial downturn in planning applications in April 2020, they have since shown a strong and sustained upward turn. The Finance and Management Committee approved a new capital investment programme of approximately £4 million on 8 October 2020 which is providing resources for investment in regeneration and community projects. 	3	3	9	Keep under review through quarterly reporting.	No change in Q3.	Strategic Director, Corporate Resources

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								<p>completed annually by all Officers with access to Council systems and equipment.</p> <ul style="list-style-type: none"> The Council's Data Protection Officer has direct access to the Leadership Team on matters concerning Information Governance. Whilst staff have been working remotely communications have been sent to remind of the dangers of cyber-attacks. The security in place is the same for end users regardless of location therefore hardware and software need no special arrangements in response to COVID working practices, however staff are the first, last, strongest, and weakest chain in our defences. A mandatory Cyber Security e-learning package must be completed annually. A number of procedures and policies are also in place that mandate more secure ways of working such as no use of personal email addresses and devices, information classification and encryption. The Council is currently upgrading its telephone infrastructure to enable full compliance with the Payment Card Industry (PCI) regulations. The implementation of actions to strengthen security and the safeguarding of data subject to PCI, are being monitored by the Audit Sub-Committee. 				the Head of BC&ICT to confirm the % of staff who have completed the E learning training.		
CR16	Business Continuity	Flu Pandemic Fuel Shortage Loss of Buildings ICT Failure	Loss of Service provision	Operational	3	4	12	<ul style="list-style-type: none"> Some aspects of this risk can be transferred as business interruption cover is in place as part of the Council's Property Insurance Policy. Business Continuity and Emergency Plans are in place and regularly reviewed in accordance with the Civil Contingencies Act. The Council buys in support from Derbyshire County Council to ensure that the Council's plans remain up to date. Risk assessments and action plans are in place and resources made available to provide employees with the equipment to work from home wherever possible as well as access to resources to support their physical and mental health and wellbeing. The Council continues to deliver all of its services. This is being undertaken within national guidelines and in conjunction with other agencies in Derbyshire. Guidance is being provided to staff and the public regarding on-going services and to help protect health and well-being. A new Flexible Working Policy was implemented on Friday 1st July. This allows staff to work remotely and at different sites within the needs of customers and the Service. 	4	2	8	<p>Accommodation review being undertaken.</p> <p>Regularly review of the Flexible Working Policy undertaken.</p> <p>Changes agreed by Finance and Management Committee in January and February being implemented.</p>	Updated actions: Changes to flexible working being implemented.	Strategic Director, Corporate Resources

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CR17	Capacity and Resilience	Recruitment/retention of difficult to recruit/retain posts.	The Council will be unable to deliver the key priorities set out in the Corporate Plan and in addition services will be severely impacted upon	Operational	4	3	12	<ul style="list-style-type: none"> Market Value supplements is being explored and a report will be presented to Committee for consideration. Job Evaluation Framework is being reviewed and a report will be presented in 2022/23. 	3	2	6		No change in Q3.	Strategic Director, Corporate Resources
CR18	Terrorism and potentially violent situations	As a public body there is a potential for the Council and its workforce to become a target.	From time to time, members of the workforce do face individual threats while undertaking their duties.	Operational	3	4	12	<ul style="list-style-type: none"> Lone working systems in place including a 'Solo-Protect' warning and call for assistance system. A Potentially Violent Persons Policy and Risk Register are in place. Alarms and warning system in place in the Civic Offices. 	3	3	9	Monitoring and review of systems in place; learn from incidents and near misses.	No change in Q3.	Strategic Director, Corporate Resources
CR19	Statute and Regulation	Failure to meet requirements.	There is no recent evidence to suggest any significant issues; the impact would depend on the nature of the failure.	Compliance	2	3	6	<ul style="list-style-type: none"> This applies to many Council services. In general, the necessary skills and resources are in place to ensure that the Council meets its statutory duties. In addition, the Council's Constitution, policies and procedures aim to support strategic and regulatory delivery. <p>Note: Some aspects of this risk can be transferred as the Council has insurance cover in place. If the failure rises due to an action of an employee during the normal course of their duties, it is covered under the Official Indemnity (accidental or negligent act) or Professional Indemnity (breach of professional duty) Policies.</p>	1	3	3	Keep under review. Continue training and awareness for staff.	No change in Q3.	Strategic Director, Corporate Resources
CR20	Health and Safety	The potential to contravene Health and safety procedure, practice and legislation through non-adherence to safe systems of work, risk assessments and associated work practices.	Serious harm through incidents and near misses	Compliance	4	4	16	<ul style="list-style-type: none"> The Council employs a Health and Safety Officer. All employees are provided with the relevant training and PPE required for their role. An on-going training programme is in place for all staff and for parts of the workforce where there is a greater risk of an accident. Incidents and near misses are logged, reported and reviewed corporately and any major incidents are investigated to review procedures. Risk assessments are regularly undertaken, and procedures updated when necessary. Monthly and quarterly meetings are held to review health and safety performance and compliance. 	3	2	6	Monitoring and review of incidents and near misses.	No change in Q3.	Head of Organisational Development & Performance

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								<ul style="list-style-type: none"> An independent review of the Councils Health and Safety Culture and Behaviour is planned to be completed early 23/24 						
CR21	Managing the environmental impact of incidents across the District	Incidents arising directly from actions by the Council in the provision of its services. For example, an oil spill which contaminates land or water courses	Impacts on environment and economy; increased risk of major events: potential for litigation; reputational damage.	Strategic	2	3	6	<ul style="list-style-type: none"> The Council has plans in place through Emergency Planning to manage the environmental impact of any incidents across the district. The Council is accredited to the prestigious international ISO 14001 standard for Environmental Management. The Council has also declared a "Climate Emergency" and has a Corporate Steering Group to oversee an action plan to reduce the Council's carbon footprint and become carbon neutral as an organisation by 2030. (<i>See Risk below</i>) 	2	2	4	Following the successful external ISO14001 audit in December 2022, three non-conformities and 13 observations were identified. Work is now underway to close all of these.	1. Full ISO14001 systems review completed in October 2022. 2. External ISO14001 audit completed in Dec 2022	Head of Environmental Services
CR22	Climate Emergency	The failure of the Council to achieve carbon neutrality for its operations by 2030 and carbon neutrality for the District by 2050.	Impacts on environment and economy; increased risk of major events: potential for litigation; reputational damage.	Strategic	4	3	12	<ul style="list-style-type: none"> Achievement of the carbon reduction ambitions are mainly vested in our Climate and Environment Strategy and Climate & Environment Action Plan. The Action Plan contains planned and programmed actions and will be reviewed annually. It will quantify the estimated net financial costs and net carbon savings associated with the contents of the Plan. The Plan will calculate the contribution of the Plan to the carbon reduction trajectory, along with the calculated shortfall in carbon reductions. Attaining the targets in the Plan is one of the Corporate Plan Key Performance Indicators. Whilst the action plan has been agreed it does contain several actions where funding has not been committed. The Strategy and Plan have identified the main carbon emissions sources. The Council will be alive to the many and various windfall opportunities for interventions in between the annual Plan revisions where these are considered likely to make significant impacts on reducing emissions. Emerging statute is expected to exert significant influence over the Council's operations and indirect influence in relation to climate change. 	4	3	12	Annual monitoring and review of the Climate and Environment Action Plan. Next Plan Aug 2023 Carbon Emissions Report for 2022/23 to be published in Aug 23 Three new bids for external funding made in Q3 relating to energy improvement in private housing stock. SDDC housing stock and energy improvement to Civic Way Offices.	Further actions updated to include three new bids for external funding in relation to energy improvement in private housing stock and SDDC housing stock and Civic Way Offices.	Head of Environmental Services

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CR23	Internet Connection	The effects of the internet connection becoming unavailable for a length of time would be a major incident.	Most applications whether they are onsite or hosted will need the Council's internet connection to be active for their use. There is only one ISP in Swadlincote. Therefore, if the cable is damaged or the service is disrupted, no internet connection will be available.	Strategic	2	4	8	<ul style="list-style-type: none"> New RA02 Circuits are being procured which have been specified with a resilient line. Although full resilience isn't proved due to a single supplier, the lines are coming from different exchanges so both would have to be out of service for a total loss of connection. There are options to make some services available over alternative connections, be that personal or business, if needed. Smartphone users can use the mobile data connection to access outlook and teams, etc. 	2	3	6		No change in Q3	Head of Business Change, ICT, Digital
CR24	Technical Resource	The Council relies on a small pool of technical specialists and support operatives to keep the organisation operational	Availability of resource to conduct and support Council meetings. Availability of resource to support day to day operations and projects.		3	3	9	<ul style="list-style-type: none"> The COVID-19 Fund is being used to finance an agency resource. The introduction of the post has offered relief for first line calls and Committee meetings. The agency resource is more expensive than an established post and is not a permanent solution. 	3	2	6	ICT structure will be reviewed in-line with corporate employment and operating model. Continually review and monitor support tickets	No change in Q3	Head of Business Change, ICT, Digital
CR26	Supply Chain	National shortage of drivers to undertake HGV driving. There is fast becoming a global shortage of microchips and some vehicle manufacturers have suspended	Changes to IRS rules have led many agency drivers to take permanent positions. Could potentially impact fleet purchases and the supply of computer equipment.		4	3	12	<ul style="list-style-type: none"> National shortage of HGV drivers/production of new vehicles: Training opportunities for existing employees are still in place. There are five vacant driver posts, with 4 of these being recruited to in Qtr4, 2nd year of driver salary supplement agreed. 	4	3	12	HGV apprenticeships are an option if driver training is not taken up by existing staff. Management is in constant discussions with local agency driver suppliers to secure additional cover. 30 weeks lead period for new RCV's.	The risk cause has been amended in Q3 to remove the EU shortage of coloured plastic. Mitigating actions updated to confirm there are now 5 vacant HGV driver posts with 4 being recruited to in Q4. (Operations)	Head of Operational Services

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		production of new vehicles,					High	<ul style="list-style-type: none"> Global shortage of microchips: No immediate concerns over purchase of new vehicles, if situation deteriorates then the Team will look to source ex-demonstrator vehicles or nearly new/used vehicles. Short-term hire will also be considered where appropriate. <p>The shortage of semiconductors, a key component part in almost all modern electronics, is having a large effect on production of many products. Cars and computer equipment are high profile products to suffer supply chain problems. The only way to combat this problem in relation to purchase of new equipment is to order early and allow up to six months for delivery. Where practical and financially viable orders can be made before the need arises. A good example could be purchase of a new laptop after members approve the post rather than after the candidate has accepted the post and will be starting in a matter of weeks.</p> <ul style="list-style-type: none"> NOVUS and other contractors have been able to secure alternative supplies/products. The shortage of materials has now translated into an increase in materials prices of between 20-25%. This will likely be reflected in having to renegotiate rates for some repair and maintenance works. SDDC have procured additional repair material provider (Travis Perkins) to provide certainty of supply, higher risk now of skilled labour shortage. New rates have been agreed for repair and maintenance work streams. 			High	Renegotiation of programmes/rates for major improvement schemes.	No change in Q3 (ICT) Mitigating actions updated to include new supplier Travis Perkins and renegotiation of rates. (Housing)	Head of Business Change, ICT, Digital Head of Housing

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CR27	External audit of the Council's accounts	Increased length in time for the external audit of the Council's accounts.	Making decisions, managing finance challenges, and planning for the future with limited assurance about the underlying financial position.	Financial and Compliance	2	3	6	<ul style="list-style-type: none"> The Council's accounts and outturn position is reported annually in July. Annual reporting satisfies stewardship and accountability for public resources. Government returns are completed quarterly and annually giving comparators to previous years, which highlights major discrepancies. 	2	3	6	Government/CIPFA recommendations for improvements to the service to be kept under review.	New risk	Head of Finance

Risk Matrix Template

The table below outlines how the impact and likelihood of the risk is scored using the threshold and description as guidance.

Impact	Very High (4)	4	8	12	16	<div style="border: 1px solid black; padding: 5px; display: inline-block; background-color: red; color: white; text-align: center;">12-16</div> Significant Risk <div style="border: 1px solid black; padding: 5px; display: inline-block; background-color: orange; color: black; text-align: center;">6-9</div> Medium Risk <div style="border: 1px solid black; padding: 5px; display: inline-block; background-color: green; color: black; text-align: center;">1 - 4</div> Low Risk
	High (3)	3	6	9	12	
	Medium (2)	2	4	6	8	
	Low (1)	1	2	3	4	
		Remote (1)	Possible (2)	Probable (3)	Highly Probable (4)	
		Likelihood				

Impact	Thresholds and Description
1 – Low	Limited impact on service objectives if any, section objectives unlikely to be met, financial loss less than £10,000, no media attention

2 – Medium	Slight delay in achievement of service objectives, minor injuries, financial loss over £50,000, adverse local media attention, breaches of local procedures
3 – High	Significant threat to Council objectives. Non-statutory duties not achieved, permanent injury, financial loss over £100,000, negative national media attention, litigation expected, serious issues raised through inspection, breakdown of confidence of partners.
4 – Very high	Objectives cannot be delivered. Statutory duties not achieved, death, financial loss over £500,000, adverse national media attention, litigation almost certain, prosecutions, breaches of law, inspection highlights inadequate service, Council unable to work with partner organisation
Likelihood	Thresholds and Description
1 – Remote	May occur only in exceptional circumstances (e.g. once in 10 years)
2 – Possible	Unlikely to occur but could at some time (e.g. once in three years)
3 – Probable (in two years)	Fairly likely to occur at some time or under certain circumstances (e.g. once in two years)
4 – Highly probable (in 12 months)	Will probably occur at some time or in most circumstances (e.g. once in 12 months)

Corporate Risk Matrix

The below table summarises the risk likelihood and impact for risks after controls have been put in place to mitigate the risk.

Impact	Very High (4)				
	High (3)	CR3, CR19	CR23, CR27	CR13, CR14, CR18	CR12, CR22, CR26
	Medium (2)	CR7, CR8,	CR2, CR4, CR21	CR9, CR17, CR20, CR24	CR16
	Low (1)	CR10, CR11, CR15	CR1		
		Remote (1)	Possible (2)	Probable (3)	Highly Probable (4)
		Likelihood			

CR1	Universal Credit (UC)	Ongoing changes to the welfare system and Universal Credit impact on resources in Benefits and Customer Services.
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CR2	Fraudulent activities	The possibility of fraud being undetected.
CR3	Procurement Services	Limited resources to enable good quality advice and support for Services.
CR4	Public Building	Ensuring public buildings are safe and have adequate repair budgets to ensure they remain fit for purpose.
CR7	Payroll Service	There is no additional capacity or expertise within the team to cope with any down time so the risk of.
CR8	Payroll Software Contract Expiry	The contract expires in March 2022
CR9	Transformation Compliance	Committing to already allocated resources or finances of projects outside the annual work programme for ICT and Business Change
CR10	Banking and Counterparty Limits	Authorised signatories being unavailable, Internet failure resulting in no access to the bank accounts.
CR11	Failure of systems external to Finance	The Academy system interfaces data for Housing Benefit, Council Tax and Business Rates daily. The AIM system interfaces cash files daily.
CR12	Government Funding	A reduction in core funding
CR13	The Economy	The impact of the national economic situation locally.
CR14	Technology, Data and Security - keeping pace with developments in IT, together with the management and security of data	There is a potential security risk for running outdated or unsupported systems. Employees not following due process in relation to IT and data security
CR15	Technology and Data – quality of performance data.	Inaccurate monitoring and reporting of performance data
CR16	Business Continuity	Flu Pandemic, Fuel Shortage, Loss of Buildings, ICT Failure
CR17	Capacity and Resilience	Service demand and loss of skills
CR18	Terrorism and potentially violent situations	As a public body there is a potential for the Council and its workforce to become a target.
CR19	Statute and Regulation	Failure to meet requirements.
CR20	Health and Safety	the potential to contravene regulations through bad practice.
CR21	Managing the environmental impact of incidents across the District	Incidents arising directly from actions by the Council in the provision of its services. For example, an oil spill which contaminates land or water courses
CR22	Climate Emergency	The failure of the Council to achieve carbon neutrality for its operations by 2030 and carbon neutrality for the District by 2050.

CR23	Internet Connection	The effects of the internet connection becoming unavailable for a length of time would be a major incident.
CR24	Technical Resource	The Council relies on a small pool of technical specialists and support operatives to keep the organisation operational
CR26	Supply Chain	EU shortage of materials to manufacture coloured plastic. National shortage of agency drivers to undertake HGV driving. There is fast becoming a global shortage of microchips and some vehicle manufacturers have suspended production of new vehicles,
CR27	External audit of the Council's accounts	Increased length in time for the external audit of the Council's accounts.