

Appendix 1
South Norfolk Council – Strategic Risk Register
Last reviewed – August 2022



South Norfolk Council – Strategic Risk Management

The risk appetite of the Council is outlined by a risk appetite statement as set out below:

South Norfolk and Broadland are both dynamic, innovative and commercially minded Council's that empower staff to make well-rounded decisions and take proportionate risks within our boundaries based on intelligence, reason and insight, seizing opportunities to enhance the wellbeing of our communities, economy and staff, reimagining the role of local government.

The statement outlines the Council's approach to risk appetite and is accompanied by a risk scoring matrix (see below) which indicates whether the combined risk likelihood and impact score is above the appetite of the Council. The appropriate approach for managing the risk is then highlighted depending on the combined score.

Any risk with a combined score of 10-25 is outside the risk appetite and action must be taken to reduce the score down to an acceptable level to protect the achievement of the Council's strategic aims and objectives. The following pages of this report sets out the current Strategic Risks to the Council, their current risk scores and the actions being taken to reduce the scores.

Risk Scoring Matrix		1	2	3	4	5
		Insignificant	Minor	Moderate	Significant	Severe
5	Expected	Medium 5	Medium 10	High 15	Very High 20	Very High 25
4	Highly Likely	Low 4	Medium 8	High 12	High 16	Very High 20
3	Likely	Low 3	Medium 6	Medium 9	High 12	High 15
2	Not Likely	Very Low 2	Low 4	Medium 6	Medium 8	Medium High 10
1	Rare	Very Low 1	Very Low 2	Low 3	Low 4	Medium 5
Very High 20-25		Risks scored here represent a severe threat to the delivery of the Council's objectives and service delivery and are outside of the risk appetite of the Council. Risks scored at this level should be treated as a priority and should either be reduced to a score within tolerance or removed. Reporting on progress will be required at Cabinet/Audit Committee and at CMLT until risk level is reduced to tolerance.				
High/Medium High 10-16		Risks scored here represent a significant threat to the delivery of the Council's objectives and service delivery and are outside the risk appetite. Action is required to reduce the rating to a score within tolerance. Reporting on progress is required at Cabinet/Audit Committee and CMLT until risk level is reduced to tolerance.				
Medium 5-10		Risks scored here represent a moderate threat to the delivery of the Council's objectives and service delivery and are within the risk appetite of the Council with some proportionate mitigation and regular monitoring required. These risks can be managed at operational/service level but regular management review of assurance on control effectiveness should occur. Routine reviews should also be carried out to ensure there is no change.				
Low 3-4		Risks here represent a minor threat to the delivery of the Council's objectives and service delivery and are within the risk appetite. Review required to ensure risk score does not change/increase, however these risks can be managed at operational/service level.				
Very Low 1-2		Risks scored here represent an insignificant threat to the delivery of the Council's objectives/service delivery and are within the risk appetite. No further action is required.				



Key Changes to Strategic Risks


The most recent review of the strategic risk register has generated the following changes:


Risk Ref	Risk Score Change	Risk description change	Risk consequence change	Risk mitigations change	Risk owner change	New Strategic Risk	Commentary
SNCM1				Yes			Risk mitigations updated to reflect cost of living rise
SNCS11	Yes						Risk score reduced due to changing environment - risk to be de-escalated to People and Communities Directorate Risk Register.
SNCM6							
SNCM9				Yes			Completed mitigations (implementation of finance system and undertake accommodation review) removed. New mitigations added including changes reflect the office relocation and implementation of a Project Management Office.
SNCM11	Yes	Yes	Yes	Yes			Risk description, controls and mitigating actions added to. Risk score increased from 12 to 16 to reflect changing likelihood score due to current environment.
SNCGE1	Yes						Risk score increased from 12 to 16 due to changing environment.
SNCGE3							
SNCA1				Yes			Risk to be closed as mitigating actions now implemented.
SNCM12							
SNCS12							
SNCP1							
SNCS13				Yes			Mitigation 3 added.
SNCS14						Yes	
SNCP2						Yes	

Strategic Risk Register

						Risk with existing Controls							Current Risk		
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions during Quarter 4
Moving with the times, working smartly and collaboratively	SNC M1	<p>Risk - Financial - The Council fails to anticipate and respond to large scale changes in the external environment that impacts on our ability to deliver our MTFP.</p> <p>Consequence - A negative impact on the Council's finances, either from reductions in income or funding, or from increased cost pressures.</p>	<p>Medium Term Financial Plan (MTFP) budget process and scenario planning.</p> <p>Quarterly review of performance and risks to the organisation.</p> <p>Regular Horizon Scanning.</p> <p>CMLT relationship building and liaison with key stakeholders such as central Government departments and professional bodies.</p> <p>Implementing Broadland/South Norfolk Collaboration.</p> <p>Active Membership of different groups such as the DCN, LGA, RSN etc.</p>	2	5	10	Monitor	<ol style="list-style-type: none"> Lobby government for adequate funding, acknowledging impact on costs & demand of cost of living rises. Respond to Government Consultations to ensure any potential impact on the Council finances is conveyed to Government. Feed into any relevant networks e.g LGA and DCN to influence policy creation. Ensure local MPs are aware of the Council financial position and potential impact of any forthcoming Government policies as part of the regular MP briefings. Continued regular horizon scanning and policy updates to CMLT and management team to ensure we stay abreast of changes and are able to have influence. Regular monitoring of our current position and 	Director of Resources	<ol style="list-style-type: none"> Prior to Autumn budget As appropriate when consultations open As Appropriate At regular MP Briefings Monthly Quarterly 	2	5	10	No	<p>No change to risk score this quarter.</p> <ol style="list-style-type: none"> Requirement to continue to lobby for a multi-year settlement in future & recognition that cost-of-living rise will squeeze council budgets as both costs & demand for services increase. As appropriate when consultations open. As Appropriate. At regular MP Briefings. Monthly horizon scanning, and policy reports are developed for CMLT. Completed on a quarterly basis.

								reporting to Members.							
Supporting individuals and empowering communities	SNC SI1	<p><Risk de-escalated in Q1 22/23)</p> <p>Risk - The Council is unable to respond effectively to further waves of the Covid-19 Pandemic.</p> <p>Consequence - Unable to support our residents and businesses as there is the potential of significant impact on service delivery resulting in a negative impact on our residents and businesses, decline in reputation, increase in staff absence and inability to address the Councils budget gaps in the future.</p>	<p>Council forms part of Norfolk Resilience Forum (NRF)</p> <p>Strategic and Tactical Coordination Groups established</p> <p>Business Continuity Plans in place and tested.</p> <p>Recovery Plan agreed by Cabinets and Councils and in the process of being implemented.</p> <p>Majority of staff enabled to work from home.</p> <p>HR processes refined and in place to support staff</p>	3	4	12	Reduce	<p>1. Implement the organisational Recovery Plan 21/22.</p> <p>2. Closely monitor and respond to the impacts of the pandemic on our economy and communities, working with key partners where possible.</p> <p>3. Continue to lobby government for adequate funding to support recovery.</p> <p>4. Emergency Planning team running scenario-based exercises to document good practices from Covid response and how we can be more effective against any further waves.</p>	Trevor Holden - Managing Director	<p>1. Delivery timelines as per Recovery Plan (June 2021/22 Cabinet).</p> <p>2. Ongoing</p> <p>3. Completed (action completed and will be removed in next update)</p> <p>4. Completed (action completed and will be removed in next update)</p>	3	2	6 	No	<p>Risk score reduced from 12 to 6 due to changing environment rather than mitigation implementation, which remains in place. The One Team continues to monitor the national and local position, with a vaccination programme planned by Government for this deemed at risk in advance of winter. Incidents appear stable and low, without due effect on residents. Staff COVID related sickness is still occurring but at a manageable level. Structures remain in place to respond accordingly if necessary. Risk to be deescalated to People and Communities Directorate Risk Register.</p> <p>1. A revised recovery plan has been agreed by cabinet in July 2021 and continues to be implemented</p> <p>2. Ongoing data analysis forms a key component of both a proportionate strategic and tactical responses to the changing environment, although the frequency of data made available to the One Team has decreased significantly.</p> <p>3. Funding provided has been allocated and monitored as per the COVID recovery fund, so this mitigation is complete. Local resources remain in place to manage any situation as required</p> <p>4. Multi agency scenario planning has been undertaken. Business Continuity Plans are being updated across all directorates to reflect lessons learned from our Covid response</p> <p>5. The Health and Wellbeing Partnership has been established which has replaced any local resilience structures but offers the platform to pick back up a multi-agency response if required.</p>
Moving with the times, working	SNC M6	<p>Risk - The Council fails to take advantage and act quickly and</p>	<p>Regular Horizon Scanning.</p> <p>Active Membership of</p>	3	4	12	Reduce	<p>1. Review the outcomes of the Devolution White Paper when it is</p>	Director of Resources	<p>1. Expected in Autumn 2021</p> <p>2. Monthly</p> <p>3. As</p>	3	4	12 	No	<p>No change to risk score this quarter.</p> <p>1. The Levelling Up White Paper has been published and Officers have</p>



smartly and collaboratively		proactively on the opportunities of Local Government Reform and devolution. Consequence - Failure to achieve potential for greater devolved funding and/or decision making to the region and the benefits this would bring for residents and businesses in our area.	different groups such as the DCN, LGA, RSN etc Implementing Broadland/South Norfolk Collaboration. Quarterly review of performance and risks to the organisation. CMLT relationship building and liaison with key stakeholders such as central Government departments and professional bodies.					released. 2. Continued regular horizon scanning and policy updates to CMLT, management team and Members to ensure we stay abreast of changes and are able to have influence. 3. Lobby MPs on specific policy issues and the implications for our residents. 4. Work with our partners where appropriate to present a collaborative response to political changes.		appropriate 4. As appropriate					reviewed the opportunities that it offers, however currently the paper states the negotiations will be held with the County Council who will make the decision on which option they want to progress with the expectation Counties will work closely with the districts. 2. Regular policy updates are presented to CMLT and the wider organisation to ensure we stay abreast of key changes. A new monthly horizon scanning report is produced for CMLT. Members have been briefed and are lobbying nationally that the relationship between Districts & County are not hierarchical as perceived by Government. 3. This is ongoing and done as appropriate, with MPs briefed on the levelling up option that would be favoured as Districts to deliver the best outcome for our residents. 4. This is ongoing and done as appropriate.
Moving with the times, working smartly and collaboratively	SNC M9	Risk - The Council is unable to take advantage of the benefits and opportunities from collaborative working with Broadland Council and other key partners through autonomous policy decision-making. Consequence - Failure to achieve efficiency savings through economies of scale and increased chance of not delivering the collaboration Feasibility Roadmap.	Transformation approach (SPARK) and programme of work in place based on the collaboration roadmap. ICT/Digital Strategy in place which aligns systems and transformation to deliver a First-Class Customer Service, with increased resilience, while enabling efficiencies and savings to be realised at the same time. Customer Service Strategy developed and agreed by Council which sets out our approach to enhancing and providing a consistent customer service. CTCF committee has Member oversight and	3	4	12	Reduce	1. Embed the SPARK transformation programme across the organisation. 2. Establish a corporate Programme and Projects Office to provide support to the Project Programmes, to ensure that we manage our resources efficiently to deliver the collaboration roadmap. 3. Following agreement of ICT/Digital Strategy, business cases to be developed and taken through for approval for each IT system. 4. Implementation of the Customer Service Strategy.	Director of Resources	1. Through 22/23 2. Amend approach during Q1/2 22/23 3. Continue through 22/23 4. Continue to implement through 22/23. 5. Relocate Jan 2023 6. Minimise costs Q2/3 & Dispose of site Q3	3	3	9 	Yes	No change to risk score this quarter. 1. Transformation guides and toolkits continue to be developed and cascaded to teams through Connect. We have also introduced Improvement Apprenticeships across the transformation network to drive forward projects. 2. New resource had been recruited to (Project Management Officer Lead) to take forward the project and programme office approach. 3. The joint Finance and Income systems have been implemented and are now being embedded, although work continues on training, processes and procedures. Work continues on the implementation of the Idox project covering planning, food & licensing, environmental health and elements of waste. 4. The Customer Services Strategy and Charter has been approved by Cabinet and is in the process of being implemented. 5/6. The agreement by both Councils to purchase and move to a single office at the Horizon Centre will deliver


			steering of the collaboration programme. Regular updates and briefings to CMLT (6 weekly) and CTCF on the collaboration. Collaboration costs and savings tracked half yearly.					5. Purchase and relocation to a single office at the Horizon Centre. 6. Minimise office costs during transition to the Horizon Centre and Disposal of South Norfolk House.						significant savings together with cultural and environmental benefits.	
Moving with the times, working smartly and collaboratively	SNC M11	Risk - Capability and capacity does not meet organisational requirements. Consequence - Poor standards of service delivery, service disruption, slow or minimal transformation and inability to meet savings targets as a result. This could also lead to budget underspends if the lack of capacity leads to projects being delayed.	Four-year Strategic Plan developed and in place which sets out the ambitions for the Council over the coming years. Delivery Plan for the Council developed and in place which sets out the detailed projects and BAU for the Council in the coming year to 2022. Management/ Leadership Training and Development in progress. Regular Budget Monitoring.	4	4	16	Reduce	1. Scope and develop a talent management programme. 2. Build our own talent - Develop projects to consider our use and opportunities of apprenticeships, internships, career placement, graduates etc. 3. Succession planning to ensure capacity is maintained. 4. Implement successful recruitment campaigns particularly in service areas where there are specific needs for skills which are hard to recruit to or shortage of resource available (e.g. nationally) - this links in with 11b above. Hybrid Working Policy to allow recruitment of talent from outside of Norfolk area. 5. Amendments to programme and project management processes to improve how we manage our capacity to deliver.	1 - 4 Chief of Staff 5 - 6 Director of Resources 7 - 9 Chief of Staff	1. April 2022 - March 2023 2. March 2021 - completed strategy, ongoing placements are now BAU 3. April 2022 - March 2023 4. New recruitment approach trialled summer 2021 through apprenticeships. This is to be reviewed and rolled out across the board for all appointments. 5. Amend approach during Q1/2 22/23 6. From Aug 22 onwards, formal policy before moving to the Horizon Centre Jan 2023. 8. Data submission and access available August 2022. 9. Contact made summer 2022, initiation and implementation Autumn 2022. Roll into BAU activity.	4	4	16 	No	Risk score increased this quarter from 12 to 16. This is due to current market pressures and the retention and recruitment risk that this is bringing. Some areas of the organisation with high qualification/experience requirements feeling this increased difficulty in recruitment/retention. Grow our own and apprenticeship/Career Grade strategy unlikely to bear significant fruit until at least 2023/24. 1. The work has commenced, with ongoing work throughout the financial year to build the position for the organisation & take appropriate action 2. Successful apprenticeship recruitment drive held, with apprenticeship levy target now being met. 3. Initial discussions have been held with Assistant Directors to look at succession planning and potential knowledge gaps - management & leadership training programme will have a positive impact on knowledge in relation to people. Demographic review being undertaken for the workforce 4. Further work required on recruitment approach with recruiting managers and in particular the hard to recruit to posts 5. New resource had been recruited to (Project Management Officer Lead) to take forward the project and programme office approach. Mitigating actions 6-9 are new this quarter and will be updated next quarter.

								6. Additional financial monitoring of key projects. 7. Delivery of agile working approach and cultural shift to better attract and retain talent. 8. Local authority benchmarking across the region and wider to ensure pay and benefits on a role specific basis remain comparable and competitive. 9. Onsite marketing materials and attendance at Leisure higher education institutions, access to >300 candidates a year for this area. Largest recruitment activity annually.							
Growing the Economy/ Supporting individuals and empowering communities	SNC GE1	Risk – The Council is unable maintain memberships and income levels at its Leisure Centres as a consequence of Covid-19. Consequence – Membership levels decrease. Expenditure levels exceed income levels and the commercial viability of the service decreases.	Detailed Covid-19 procedures in place Regular contact with existing members Marketing campaigns to increase membership Review of existing member offer and pricing structures Budget monitoring	4	5	20	Reduce	1. Provide a range of incentives to encourage existing and new members to return 2. Delivery of the savings through reduced staff resources and utility costs 3. Look for further income generating opportunities and review of membership offer	Assistant Director Community Services	All timelines are in line with the Leisure Recovery Plan to March 2024 1. Ongoing 2. Ongoing 3. Ongoing	4	4	16 ↑	No	Increase to risk score this quarter - likelihood score increased to 4 1 and 3 .The service continues to provide a range of incentives and marketing campaigns in conjunction with TA6 to encourage membership take up, which while ahead of the previous projections is showing signs of plateauing. The current issues around the increased cost of living could have a negative impact upon membership and usage levels as residents cut back on unnecessary expenditure, but it is too early to see any impacts. 2. The increase in utility costs, particularly electricity will have a negative impact upon expenditure currently projected to be in the order of c£150K.
Growing the Economy	SNC GE3	Risk - Failure to provide a regulatory function that meets the demand and statutory requirements arising from a fast-changing external environment. Big resignation, labour	Two councils staffing resources provide resilience. Regular horizon scanning and professional networking.	4	3	12	Monitor	1. Collaborate locally and nationally to ensure a collective response and optimised sharing of burdens is available in the event that sudden re-training or changes in resource	Assistant Director Regulatory	1. Ongoing - short/med/long term solutions 2. Ongoing over five-year minimum qualifying period, 21/22 to 26/27.	3	3	9 ↔	Yes	No change to risk score this quarter. 1. Actively exploring capability of Norfolk Environmental Health Leads / Heads of Regulatory Services and newly formed national Association of Chief Environmental Health Officers to build collective responses and sharing of common burdens.

	<p>market is shrinking, employee driven labour market.</p> <p>Consequence - Detrimental impact on local businesses and residents, including unmanageable demands on council services.</p>	<p>Recruitment to apprenticeships within regulatory services to provide additional support.</p> <p>Regular response to consultations to ensure we play an active influencing role in changing regulatory policies.</p>			<p>deployment become necessary. Understand One Team demographic and succession plan accordingly i.e invest in skills development in area which has an aging workforce (long term). Offer skills development for mid careers movers (short/med term). Apply Hybrid Working Policy to positively attract Talent from any region to assist with skills shortages (short term).</p> <p>2. Optimise development of environmental health, planning, surveyor apprentices to help secure future workforce.</p> <p>3. Identify scope for market supplements to enhance ability to attract professional recruits, and to help retain existing staff. (Equally applies to Regulatory and Planning professionals).</p> <p>4. Temporary contractor support secured, and service reviews planned for Licensing (in 21/22) and Food & Safety regulation (in 22/23).</p> <p>5. Temporary additional resources secured over short term (22/23) for Community Protection to help meet exceptional demand.</p>		<p>3. Raised currently for CMLT consideration.</p> <p>4. Proposed for reporting in Q4 21/22 (Licensing service review) and Q3 22/23 (Food & Safety service review).</p> <p>5. Ongoing</p>			<p>2. 2 x Graduate environmental health apprentices recruited and commenced formal training, ongoing development of training programme. Post graduate planners recruited, survey recruitment planned for September 2022 (next intake)</p> <p>3. Acute shortage of professional applicants to vacancies has been reported to CMLT. Potential value of market supplements has been raised. (Equally applies to Regulatory and Planning professionals).</p> <p>4. Licensing service review underway and will report in Q3 22/23</p>
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All priorities	SNC A1	<p><Risk closed in Q1 22/23> Risk - Our ICT Infrastructure fails due to running old infrastructure at near capacity with intention of increasing the load. Delay in our new Infrastructure project due to global shortage in switches.</p> <p>Consequence - Unable to delivery our systems transformation programme, inability to bring systems together and deliver longer term savings. Unable to recover systems if infrastructure fails.</p>	<p>New Infrastructure in & all data transferred.</p> <p>Support contract in place with supplier to assist with any problems as the IT team take on elements of the day to day support.</p>	3	5	15	Reduce	No mitigating actions required	Director of Resources	Now delivered	1	3	3 ↓	No	<p>Risk score reduced from 15 to 3 as mitigating actions now delivered. Risk to be closed.</p> <p>New infrastructure all in place and data transfer completed and we are now running on the new infrastructure.</p> <p>Maintenance contract in place to assist with any issues while consideration is given to longer term support provides resilience if any issues occur.</p>
Moving with the times, working smartly and collaboratively	SNC M12	<p>Risk - There is a heightened threat of a cyber-attack in the current climate due to the volatile situation in Ukraine and the potential for state-sponsored attacks to NATO members, including the UK.</p> <p>Consequence - A successful cyber-attack could render the ICT infrastructure and line of business systems unusable for a protracted period of time, significantly impacting the Council's ability to function.</p>	<p>Geo-blocking of traffic originating from black-listed countries.</p> <p>Timely application of security updates to all software and firmware</p> <p>Ensuring Anti-Virus software updated and functioning</p> <p>Monitoring of adherence to security policy ensuring there are no exceptions</p>	3	5	15	Reduce	<ol style="list-style-type: none"> 1. Ensure the effectiveness of the Controls - commission a third-party review of the Council's security posture 2. Review the organisation structure to ensure clear accountability for the effective implementation of security controls and the day to day monitoring and management of security events 3. Raise awareness of the risk of cyber-attack with the business and the importance of adhering to the security policy 4. Ensure ICT staff adequately trained and skilled to apply security controls and manage security events 	Director of Resources	Ongoing	3	5	15 ↔	No	<p>No change to risk score this quarter.</p> <p>Cyber Security Maturity Assessment started this week with a formal report expected by the end of August for initial review.</p>

								5. Ensure Members are aware of Cyber-security risks through the completion of SkillGate							
Supporting individuals and empowering communities/ Growing the Economy	SNC SI2	<p>Risk – Increasing energy costs for leisure and depot, plus unsecure or disruption to supply of fuel (gas/diesel/HVO)</p> <p>Consequence – Increase costs of operating the facilities and risk to be able to deliver the waste operations</p>	Energy supplies purchased through ESPO framework agreements and established relationship with fuel supplier	5	4	20	Reduce	<p>1. Purchase of 31K storage tank at depot 200% increase in fuel storage - 3 weeks supply</p> <p>2. Diversification of fuel types being used in vehicles to include HVO</p> <p>3. Regular discussion with suppliers to understand current position in market, availability and costs</p> <p>4. Develop contingencies to be able to transport staff into depot if there are fuel shortages</p> <p>5. Investigating installation of PCVs on roofs of leisure centres to reduce reliance upon external electricity supplies</p>	Assistant Director Community Services	<p>1. March 2022</p> <p>2. Ongoing</p> <p>3. Ongoing</p> <p>4. Ongoing</p> <p>5. Ongoing</p> <p>survey completed, procurement commencing, estimated delivery by the end of the calendar year</p>	4	4	16 	No	No change to score this Quarter The full Impacts of increases in both fuel and utility costs are still being assessed although fuel costs have begun to stabilise. Currently the costs of HVO fuel c40p per litre higher than mineral diesel has meant the switch of the whole fleet over to HVO has been delayed.
Protecting and improving our natural and built environment, whilst maximising quality of life	SNC P1	<p>Risk – Nutrients Neutrality advice impacts all planning decisions for overnight accommodations.</p> <p>Consequence – Potential adverse impact upon the ability to demonstrate delivery of sites in Five Year Land Supply leading to speculative development</p>	Working with NE and key stakeholders to understand the implications and potential mitigation measures.	5	4	20	Reduce	<p>1. Lobbying Govt to suspend Housing Delivery Test and housing land supply</p> <p>2. Working with partners and stakeholders on mitigation measures</p> <p>3. Regular briefing for members</p> <p>4. Regular engagement with applicants</p> <p>5. Regular monitoring of position</p>	Director of Place	<p>1. Ongoing, via PAS and other organisations</p> <p>2. Short-term mitigation of impact on planning - ongoing, Long term mitigation strategy 9-12 months</p> <p>3. Ongoing</p> <p>4. Ongoing</p> <p>5. Ongoing</p>	5	4	20 	No	No change to risk score this quarter. <p>1. Ongoing. A meeting with DLUHC is being arranged for early September.</p> <p>2. Consultants appointed to develop a long-term mitigation strategy. Weekly meetings with Anglian Water and WRE to progress short term mitigation options.</p> <p>3. Portfolio Holders and Leaders updated at scheduled fortnightly/weekly catch ups</p> <p>4. Regular contact and update meetings with strategic site promoters. Updates given at Agents and</p>

		pressures outside of the affected catchment area.												developers forum in July with another scheduled for early September. 5. Ongoing	
Supporting individuals and empowering communities/Growing the Economy	SNC SI3	<p>Risk- The safeguarding and welfare of Ukrainian refugees arriving in South Norfolk and Broadland. The reputational risk and extra strain on Council services if placements breakdown.</p> <p>Consequence- Besides reputational risk to the Councils and the extra pressure on already strained temporary accommodation services, there is potential for Ukrainians to be abused intentionally or unintentionally by host families and suffer further displacement and loss.</p>	<p>Housing suitability and welfare visits are being undertaken prior to the Ukrainian family arriving to ensure suitability to prevent these breakdowns.</p> <p>Temporary accommodation options are being investigated and agreed for emergency accommodation in the event of placement breakdown and lack of contact with Home Office prior to Visas being granted.</p> <p>Email address provided to send placement failures to alert the Home Office to lack of suitable placement.</p> <p>A list of visiting officers is being compiled with the intention of getting priority fuel for those officers undertaking visits to ensure they can be carried out.</p> <p>Requested MPs assistance with pushing for information from the Home Office.</p> <p>Keeping up to date with Home Office information and guidance.</p>	4	5	20	Reduce	<p>1. Regular updates, actions and discussion at Internal Steering Group, Bronze Group and wider County groups to ensure the most affective joined-up approach is being taken.</p> <p>2. Keep track of updates and information from the Home Office.</p> <p>3. Additional staffing and temporary accommodation resources put in place, with the money made available by Govt, to manage additional demand on the housing, benefits and housing standards and communities teams</p>	Director of People and Communities	<p>1. Ongoing</p> <p>2. Ongoing</p> <p>3. In place</p>	3	5	15 	No	<p>No change to risk score this quarter.</p> <p>Actual arrivals and projected arrivals in South Norfolk as with Norfolk, under the Homes For Ukraine scheme have stabilised. Placement breakdowns are occurring but so far are contained within existing additional resources and therefore are a managed risk.</p> <p>Government plans around wider asylum dispersal may provide further risk to strain on council resources, and this is being kept under careful review.</p>
Supporting individuals and empowering communities	SNC SI4	<p><New risk for Q1-Q2 22/23></p> <p>Risk - There is insufficient private and social housing stock to meet the demand on the Council, and temporary</p>	<p>Well managed allocation policy, and clear banding guidelines.</p> <p>Online form to allow early access to support, including linking to help</p>	4	5	20	Reduce	<p>1. Maintain current staff resource levels, which is being worked through in customer journey report.</p> <p>2. Additional funding to provide temporary</p>	Assistant Director of Individuals and Families	<p>1. Staff resource in place by April 2023.</p> <p>2. In place from Oct 2022</p> <p>3. Report due Nov/Dec 22</p> <p>4. Ongoing</p>	3	5	15	No	<p>Risk Raised 16/08/2022</p> <p>This is a new risk to the organisation.</p> <p>A further update on progress being made against the remaining mitigating actions will be brought back to Members in the next performance and risk reports in Q2 22/23.</p>

		accommodation Consequence - Unable to provide a housing throughput which results in blockages to temporary accommodation. This will result in increased costs and poorer outcomes for vulnerable residents. This will also have an impact on our partners and the wider system such as care leaver and the system will rapidly become silted up.	hub infrastructure. Current team resources in place and funded. Housing enablement partnership in place to consider options to increase additional stock.					accommodation to ensure adequate emergency options are available to residents. 3. TA review looking at future housing options including buying more property which will offset longer term costs. 4. More strategic approach to future housing strategy and delivery, including being confident to explore new and different options. 5. Manage housing register more closely to reflect reality and demand alongside support		5. Ongoing.					
Protecting and improving our natural and built environment, whilst maximising quality of life / Growing the Economy	SNC P2	<New risk for Q1-Q2 22/23> Risk- The inability to find Gypsy and Traveller sites to meet the need and enable the Greater Norwich Local Plan to be found sound Consequence- The local plan will not be found sound which leaves the Council without an adopted local plan and open to speculative development	Working with Greater Norwich partners to identify appropriate G&T sites.	4	5	20	Reduce	1. Continue to work with partners to find suitable sites	Assistant Director Planning	1. Ongoing	2	5	10	No	Risk Raised 16/08/2022 This is a new risk to the organisation. A further update on progress being made against the remaining mitigating actions will be brought back to Members in the next performance and risk reports in Q2 22/23.

De-escalated/closed risks in 22/23

Risk Ref	Reason risk was de-escalated/closed	Quarter risk was de-escalated/closed
SNC A1 Risk - Our ICT Infrastructure fails due to running old infrastructure at near capacity with intention of increasing the load. Delay in our new Infrastructure project due to global shortage in switches.	Risk was closed due to mitigating actions being implemented.	Quarter 1 22/23

<p>SNC SI1 Risk - The Council is unable to respond effectively to further waves of the Covid-19 Pandemic.</p>	<p>Risk was de-escalated to People and Communities Directorate Risk Register as it is within our risk appetite.</p>	<p>Quarter 1 22/23</p>
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