



**Finance, Resources, Audit and Governance Committee**  
**14 July 2023**

## **Strategic Risk Update**

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**Portfolio:** Leader – External Affairs

**Ward(s) Affected:** None

### **Purpose of the Report:**

The purpose of this report is to provide an overview of the current position of the Strategic Risk Register and approach for South Norfolk Council.

### **Recommendations:**

1. Review and endorse the Strategic Risk Register for the Council.

## **1 SUMMARY**

- 1.1 This report provides the committee with an update and overview of the current position in terms of strategic risk for South Norfolk Council.

## **2 BACKGROUND**

- 2.1 The Risk Management Policy sets out the approach for the Council in terms of how it will identify, manage, reduce and mitigate risks of all levels to the organisation.
- 2.2 To facilitate the management of risk throughout the organisation, the Council maintains a system of risk registers. The risks are identified through the Corporate Leadership Team's (CLT) assessment of the risks to the delivery of the Council's Strategic Plan and Delivery Plan. The Strategic Risk Register records the strategic risks faced by the Council. Attached to this report is the latest update of the Strategic Risk Register.
- 2.3 The Strategic Risk Register forms part of the Council's quarterly (reported formally to Cabinet three times a year in Q2, Q3 and Q4) performance, risk and finance reports. The Strategic Risk Register is a document which is reviewed on a regular basis and subject to change depending upon the current circumstances in which the Council is operating.
- 2.4 As set out in the Policy, Cabinet has ultimate responsibility for:
- Setting the culture for risk management at the Council
  - Approving the Policy
  - For developing and approving Risk Appetite
- 2.5 Detailed oversight of the risk management process is delegated to the Finance, Resources, Audit and Governance Committee, who are responsible for scrutinising the scope and effectiveness of the risk management systems in place.
- 2.6 In developing the Strategic Risk Register, CLT (including Assistant Directors in conjunction with Portfolio Holders) are responsible for identifying, evaluating and reporting on significant strategic risk faced by the Council. Strategic risks are risks that are significant in size, impact and duration and could impact on the performance of the Council as a whole. This may include operational risks escalated from particular services to the leadership level due to the potential scale of their impact.
- 2.7 Risks in the Strategic Risk Register are assessed for both their likelihood (on a scale of 1-5) and their impact if they were to happen (on a scale of 1-5), which are then combined to give each risk a severity score. Once all ongoing and planned mitigating actions are taken in consideration, each risk's "residual severity score" is recorded. The higher the severity score, the more significant the risk is.
- 2.8 Alongside the Strategic Risk Register, each directorate across the Council manages their Directorate Risk Registers. Directorate Risk Registers detail the

more operational risks to the organisation and are the responsibility of the Director and Assistant Directors in that directorate to manage. If a risk on a Directorate Risk Register scores a high severity score above our risk appetite as a council, this will be escalated to the Strategic Risk Register and reported to Cabinet and the Committee. There is also support, guidance and templates on identifying and managing risk (including project risk) available on our internal intranets for staff.

### **3 CURRENT POSITION/FINDINGS**

- 3.1 CLT have reviewed and updated the Strategic Risk Register to ensure we are managing the risks effectively and that we are taking the right action to prevent the risk from escalating and ultimately reduce the risk where possible. As part of reviewing the register, CLT have taken into consideration:
- Whether risks are still relevant
  - Any emergent risks which have been identified
  - Whether the likelihood and impact of risks has changed
  - Whether controls which are in place are still effective
- 3.2 Since the risk register was last seen by the committee there has been one new risk identified and added to the register:
- SNCP3 – Governments New Waste Strategy.
- 3.3 No risks have been removed from the Strategic Risk register:
- 3.4 There are 2 strategic risks that have had their risk scores reduced:
- SNC S14 – Housing Stock – the likelihood score has reduced as good progress is being made towards a mitigation strategy
  - SNC GE1 – Unable to maintain memberships and income levels at its Leisure Centres - Likelihood score reduced following Govt decision that Council leisure services no longer need to charge Vat on key services.
- 3.5 The below heatmap provides an overview of the current risk register with the risks which are being managed at a strategic level. A full version of the Strategic Risk Register can be found in appendix 1, alongside a summary of the key changes to the risks since the last committee meeting.

Risk Scoring Matrix		1	2	3	4	5
		Insignificant	Minor	Moderate	Significant	Severe
5	Expected				SNCP3 – Government's Waste Strategy (new risk)	
4	Highly Likely				SNCP1 – Nutrients Neutrality Impacts (no change) SNCM11 – One Team Capacity and Capability (no change)	
3	Likely			SNCM9 – Collaborative Working (no change)	SNCM6 – Reform and Devolution (no change) SNCSI2 – Energy costs and disruption (no change) SNCGE1 – Leisure Memberships (reduced)	SNCM12 – Cyber Attack (no change)
2	Not Likely					SNCM1 – Financial (no change) SNCP2 Gypsy/Traveller site identification (no change) SNCSI4 – housing demand (reduced)
1	Rare					

3.6 Following the internal audit position statement on risk management we are commencing a whole council approach to risk management training. There will be tailored training available for every level of the council. Currently the risk management modules on our training platform Skillsgate are being updated with the aim to roll these out council wide to all staff, managers, and Members. A new training package is currently being formulated specifically for managers and project managers in the identification and evaluation of project-level risk.

#### 4 PROPOSED ACTION

4.1 The Strategic Risk Register, alongside the Directorate Risk Registers will continue to be managed and reviewed into the next quarter.

#### 5 OTHER OPTIONS

5.1 None.

#### 6 ISSUES AND RISKS

6.1 **Resource Implications** – each risk has associated resources aligned to each action.

6.2 **Legal Implications** – no implications.

6.3 **Equality Implications** – no implications.

6.4 **Environmental Impact** – no implications.

6.5 **Crime and Disorder** – no implications.

6.6 **Risks** – no implications.

## 7 **RECOMMENDATIONS**

1. Review and endorse the Strategic Risk Register update for the Council.

**Appendix 1**  
**South Norfolk Council – Strategic Risk Register**  
Last reviewed – May 2023



## 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
<b>Very High 20-25</b>		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.				
<b>High/Medium High 10-16</b>		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.				
<b>Medium 5-10</b>		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.				
<b>Low 3-4</b>		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.				
<b>Very Low 1-2</b>		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							
SNCM6							
SNCM9				✓			Delivery timescales updated.
SNCM11							
SNCGE1	✓						Likelihood score reduced from 4 to 3 following Govt decision that Council leisure services no longer need to charge Vat on key services.
SNCM12							
SNCSI2							
SNCP1							
SNCSI4	✓						Likelihood score reduced from 3 to 2 - decisions are starting to be released and good progress is being made towards a longer term mitigation strategy.
SNCP2							
SNCP3						✓	New risk added to reflect the potential implications from the Government's new Waste Strategy




## 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	Portfolio Holder	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	<b>SNCM1</b>	<p><b>Risk</b> - Financial - The Council fails to anticipate and respond to large scale changes in the external environment that impacts on our ability to deliver our Medium-Term Financial Plan (MTFP).</p> <p><b>Consequence</b> - 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>CLT 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 District Councils Network (DCN), Local Government Association (LGA), Rural</p>	2	5	<b>10</b>	<b>Reduce</b>	<p>1. Lobby government for adequate funding, acknowledging impact on costs &amp; demand of cost-of-living rises.</p> <p>2. Respond to Government Consultations to ensure any potential impact on the Council finances is conveyed to Government.</p> <p>3. Feed into any relevant networks e.g LGA and DCN to influence policy creation.</p> <p>4. 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.</p> <p>5. Continued regular horizon scanning and policy updates</p>	Director of Resources	Cllr Richard Elliott	<p>1. Prior to Autumn budget</p> <p>2. As appropriate when consultations open</p> <p>3. As Appropriate</p> <p>4. At regular MP Briefings</p> <p>5. Monthly</p> <p>6. Quarterly</p>	2	5	<b>10</b> 	<b>No</b>	<p><b>No change to the risk score</b></p> <p>1. Requirement to continue to lobby for a multi-year settlement in future &amp; recognition that cost-of-living rise will squeeze council budgets as both costs &amp; demand for services increase.</p> <p>2. As appropriate when consultations open.</p> <p>3. As Appropriate.</p> <p>4. At regular MP Briefings.</p> <p>5. Monthly horizon scanning, and policy reports are developed for CLT.</p> <p>6. Completed on a quarterly basis.</p>

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			services Network (RSN) etc.					to CLT and management team to ensure we stay abreast of changes and are able to have influence. 6. Regular monitoring of our current position and reporting to Members.								
Moving with the times, working smartly and collaboratively	<b>SNCM6</b>	<p><b>Risk</b> - The Council fails to take advantage and act quickly and proactively on the opportunities of Local Government Reform and devolution.</p> <p><b>Consequence</b> - 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.</p>	<p>Regular Horizon Scanning.</p> <p>Active Membership of different groups such as the DCN, LGA, RSN etc</p> <p>Implementing Broadland/South Norfolk Collaboration.</p> <p>Quarterly review of performance and risks to the organisation.</p> <p>CLT relationship building and liaison with key stakeholders such as central Government departments and professional bodies.</p>	3	4	<b>12</b>	<b>Reduce</b>	<p>1. Review the outcomes of the Devolution White Paper when it is released.</p> <p>2. Continued regular horizon scanning and policy updates to CLT, management team and Members to ensure we stay abreast of changes and can have influence.</p> <p>3. Lobby MPs on specific policy issues and the implications for our residents.</p> <p>4. Work with our partners where appropriate to present a collaborative response to</p>	Director of Resources	Cllr John Fuller	<p>1. Expected in Autumn 2021 (completed)</p> <p>2. Monthly</p> <p>3. As appropriate</p> <p>4. As appropriate</p> <p>5. April 2023</p>	3	3	<b>12</b> 	<b>No</b>	<p><b>No change to the risk score</b></p> <p>1. Norfolk County Council have now released the results of the consultation on the 'Deal for Norfolk'. We are currently awaiting next steps.</p> <p>2. Regular policy updates are presented to CLT and the wider organisation to ensure we stay abreast of key changes. A new monthly horizon scanning report is produced for CLT.</p> <p>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.</p> <p>4. This is ongoing and done as appropriate.</p> <p>5. Currently in progress.</p>

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								political changes. 5. Respond to the Deal for Norfolk consultation													
Moving with the times, working smartly and collaboratively	<b>SNCM9</b>	<p><b>Risk</b> - 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.</p> <p><b>Consequence</b> - Failure to achieve efficiency savings through economies of scale and increased chance of not delivering the collaboration Feasibility Roadmap.</p>	<p>Transformation approach (SPARK) and programme of work in place based on the collaboration roadmap.</p> <p>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.</p> <p>Customer Service Strategy developed and agreed by Council which sets out our approach to enhancing and providing a consistent customer service.</p>	3	4	<b>12</b>	<b>Reduce</b>	<p>1. Embed the SPARK transformation programme across the organisation.</p> <p>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.</p> <p>3. Following agreement of ICT/Digital Strategy, business cases to be developed and taken through for approval for each IT system.</p> <p>4. Implementation of the Customer Service Strategy.</p> <p>5. Purchase and relocation to a</p>	Director of Resources	Cllr John Fuller	<p>1. Through 22/23</p> <p>2. Amend approach during Q1/2 22/23</p> <p>3. Continue through 22/23</p> <p>4. Continue to implement through 22/23 and 23/24.</p> <p>5. Relocate <b>May 2023</b></p> <p>6. Minimise costs Q2/3 &amp; <b>Dispose of site Q3</b></p>	3	3	<b>9</b> 	<b>No</b>	<p><b>No change to the risk score</b></p> <p>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.</p> <p>2. New resource had been recruited to (Project Management Officer Lead) to take forward the project and programme office approach. Programme portfolios for Transformation now taking shape.</p> <p>3. The joint Finance and Income systems have been implemented and are now being embedded, although work continues on training, processes and procedures. The successful implementation of the Idox project covering planning, food &amp; licensing, environmental health and elements of waste was delivered at the end of March and the project is now being closed down. Work continues on the implementation of the</p>					


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			<p>CTCF committee has Member oversight and steering of the collaboration programme.</p> <p>Regular updates and briefings to CLT (6 weekly) and Commercial Trading and Customer Focus (CTCF) on the collaboration.</p> <p>Collaboration costs and savings tracked half yearly.</p>					<p>single office at the Horizon Centre.</p> <p>6. Minimise office costs during transition to the Horizon Centre and Disposal of Thorpe Lodge and South Norfolk House.</p>								<p>revenues and benefits system.</p> <p>4. The Customer Services Strategy and Charter has been approved by Cabinet and is in the process of being implemented.</p> <p>5 / 6 The agreement by both Councils to purchase and move to a single office at the Horizon Centre will deliver significant savings together with cultural and environmental benefits. The closure of South Norfolk House &amp; temporary relocation to Thorpe Lodge has assisted in minimising costs during the transition period. Members deferred a decision on the disposal of South Norfolk House until July 2023.</p>
Moving with the times, working smartly and collaboratively	<b>SNCM11</b>	<p><b>Risk</b> - Capability and capacity does not meet organisational requirements.</p> <p><b>Consequence</b> - 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</p>	<p>Four-year Strategic Plan developed and in place which sets out the ambitions for the Council over the coming years.</p> <p>Delivery Plan for the Council developed and in place which sets out the detailed projects and Business As Usual (BAU) for the Council in the coming year to 2022.</p>	4	4	<b>16</b>	<b>Reduce</b>	<p>1. Scope and develop a talent management programme.</p> <p>2. Build our own talent - Develop projects to consider our use and opportunities of apprenticeships, internships, career placement, graduates etc.</p> <p>3. Succession planning to ensure capacity is maintained.</p>	<p>1 - 4 Chief of Staff</p> <p>5 - 6 Director of Resources</p> <p>7 - 9 Chief of Staff</p>	Cllr Richard Elliott	<p>1. April 2022 - March 2023</p> <p>2. March 2021 - completed strategy, ongoing placements are now BAU</p> <p>3. April 2022 - March 2023</p> <p>4. New recruitment approach now in place and being actively progresses as part of BAU - complete.</p> <p>5. Amend approach during Q1/2 22/23</p> <p>6. From Aug 22.</p> <p>7. June 2022 onwards - now part of</p>	4	4	<b>16</b> 	<b>No</b>	<p><b>No change to risk score</b></p> <p>1. This work will continue into the next financial year and be part of an updated OD Strategy, likely to be complete by September 2023.</p> <p>2. BAU</p> <p>3. This work will need to continue into the new financial year, as succession planning will be part of the year end discussions.</p> <p>4. BAU</p> <p>5. New resource had been recruited to (Project Management Officer Lead) to take forward the project</p>

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		the lack of capacity leads to projects being delayed.	Management/ Leadership Training and Development in progress.  Regular Budget Monitoring.					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). Agile Working Policy enables a broader approach to recruitment. 5. Amendments to programme and project management processes to improve how we manage our capacity to deliver. 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			BAU and the way we work - complete 8. Data submission and access available from August 2022 - data now to be analysed and reviewed for further action.					and programme office approach. 6. New governance structure is in operation with a reviewed guidance to project management documents. Dedicated resource secured for embedding and enhancing project and programme management skills 7. BAU 8. Information through local benchmarking is progressing slowly and other avenues are being explored

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								wider to ensure pay and benefits on a role specific basis remain comparable and competitive.									
Growing the Economy/ Supporting individuals and empowering communities	<b>SNCGE1</b>	<p><b>Risk</b> – The Council is unable maintain memberships and income levels at its Leisure Centres as a consequence of Covid-19.</p> <p><b>Consequence</b> – Membership levels decrease. Expenditure levels exceed income levels and the commercial viability of the service decreases.</p>	<p>Detailed Covid-19 procedures in place</p> <p>Regular contact with existing members</p> <p>Marketing campaigns to increase membership</p> <p>Review of existing member offer and pricing structures</p> <p>Budget monitoring</p>	4	5	<b>20</b>	<b>Reduce</b>	<p>1. Provide a range of incentives to encourage existing and new members to return</p> <p>2. Delivery of the savings through reduced staff resources and utility costs</p> <p>3. Look for further income generating opportunities and review of membership offer</p>	Assistant Director Community Services	Cllr Kim Carsok	All timelines are in line with the Leisure Recovery Plan to March 2024	3	4	<b>12</b> ↓	<b>No</b>	<p><b>Risk score reduced from 16 to 12</b></p> <p>1 and 3 - The service continues to provide a range of incentives and marketing campaigns in conjunction with TA6 to encourage membership take up, membership number have now exceeded pre-Covid figure. A review pricing structure has been completed for implementation from April 2023 and a new more interactive website is being developed.</p> <p>2. The increase in utility costs, particularly electricity has continued to have a negative impact upon expenditure currently projected to be in the order of c£150k by Q4.</p>	
Moving with the times, working smartly and collaboratively	<b>SNCM12</b>	<p><b>Risk</b> - 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>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</p>	3	5	<b>15</b>	<b>Reduce</b>	<p>1. Ensure the effectiveness of the Controls - commission a third-party review of the Council's security posture</p> <p>2. Review the organisation structure to ensure clear accountability</p>	Director of Resources	Cllr Daniel Elmer	Ongoing	3	5	<b>15</b> ↔	<b>No</b>	<p><b>No change to the risk score</b></p> <p>1. Final version of the cyber maturity assessment report received and reviewed by the ICT and Digital Manager and summary findings and action plan presented to CLT, which is now being implemented</p> <p>2. An existing vacant post within the IT Structure to create a dedicated Chief</p>	




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		<p><b>Consequence -</b> 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>updated and functioning</p> <p>Monitoring of adherence to security policy ensuring there are no exceptions</p>					<p>for the effective implementation of security controls and the day to day monitoring and management of security events</p> <p>3. Raise awareness of the risk of cyber-attack with the business and the importance of adhering to the security policy</p> <p>4. Ensure ICT staff adequately trained and skilled to apply security controls and manage security events</p> <p>5. Ensure Members are aware of Cyber-security risks through the completion of SkillGate</p>									<p>Information Security officer (CISO) role, which has now been recruited to with the member of staff starting in May 2023. In the meantime, an existing member of staff has been implementing some of the actions identified in 1 above.</p> <p>3. Broadcast communications have been sent to all staff to raise awareness of sophisticated phishing emails.</p> <p>4. ICT staff have been trained to ensure security controls are maintained.</p> <p>5. Members have been given access to the cyber security training and this will be included in the induction of new and existing members following the election in May when they receive their member devices.</p>
Supporting individuals and empowering communities/ Growing the Economy	SNCSI2	<p><b>Risk –</b> Increasing energy costs for leisure and depot, plus unsecure or disruption to supply of fuel (gas/diesel/HVO)</p> <p><b>Consequence –</b> Increase costs of operating the</p>	Energy supplies purchased through ESPO framework agreements and established relationship with fuel supplier	5	4	16	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</p>	Assistant Director Community Services	Cllr Kim Carsok	<p>1. March 2022</p> <p>2. Ongoing</p> <p>3. Ongoing</p> <p>4. Ongoing</p> <p>5. Ongoing - survey completed, procurement commencing, estimated delivery by the end of the calendar year</p>	3	4	12	No	<p><b>No change to the risk score</b></p> <p>1-5 The costs of diesel and electricity have continued to remain stable across the quarter, while electricity costs will remain high between Oct to March 2023, the unit costs, will then reduce down to pre-inflated levels. The project to install solar panels and</p>	

Risk with existing Controls														Current Risk							
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Portfolio Holder	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions during Quarter 4					
		facilities and risk to be able to deliver the waste operations						<p>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>								other energy efficiency measures on the leisure centres is progressing and will help to reduce electricity costs in the long-term. Funding from Sport England has been secured to provide technical advice on reducing utility costs.					
Protecting and improving our natural and built environment, whilst maximising quality of life	<b>SNC P1</b>	<p><b>Risk</b> – Nutrients Neutrality advice impacts all planning decisions for overnight accommodations.</p> <p><b>Consequence</b> – Potential adverse impact upon the ability to demonstrate delivery of sites in Five Year Land Supply leading to</p>	Working with NE and key stakeholders to understand the implications and potential mitigation measures.	5	4	<b>20</b>	<b>Reduce</b>	<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</p>	<b>Director of Place</b>	Cllr Keith Kiddie	1. Ongoing, via PAS and other organisations	2. Short-term mitigation of impact on planning - ongoing, Long term mitigation strategy 9-12 months	3. Ongoing	4. Ongoing	5. Ongoing	6. Ongoing	4	4	<b>16</b> 	<b>No</b>	<p><b>No change to the risk score</b></p> <p>1. Ongoing. We continue to meet with local MPs to raise these points. Changes to the housing delivery test and housing land supply were consulted upon as part of the changes to the NPPF. Outcome awaited</p> <p>2. Good progress being made by consultants in identifying the nutrient load. Long term mitigation strategy received in April</p> <p>23. Regular meetings are</p>



Risk with existing Controls														Current Risk			
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		<p>speculative development pressures outside of the affected catchment area.</p> <p>Council's own Development Company (Big Sky) cannot continue to build out at Cringleford, impacting profits and ability to repay Council loans, although most loans are secured on assets apart from working capital.</p>						<p>with applicants</p> <p>5. Regular monitoring of position</p> <p>6. Big Sky models scenarios around the impact on its finances &amp; informs the Council, however sales are strong on all phases to date &amp; the company are looking into how they can offset.</p>									<p>held with all interested parties to progress short term mitigation options and Natural England are actively looking at mitigation in Norfolk area. Norfolk Environmental Credits Joint Venture company established with 4 Councils and Anglian Water, and the 5th Council has agreed in principle to join. Expression of Interest is being developed for submission to Government for up to £10m potential funding pot to deliver mitigation schemes.</p> <p>3. Portfolio Holders and Leaders are regularly updated at scheduled fortnightly/weekly catch ups</p> <p>4. Regular contact and update meetings with strategic site promoters. Some developers are now coming forward with their own mitigation schemes.</p> <p>5. Ongoing</p> <p>6. Ongoing</p>
Supporting individuals and empowering communities	SNCSI4	<p><b>Risk</b> - There is insufficient private and social housing stock to meet the demand on the Council, and temporary accommodation</p> <p><b>Consequence</b> - Unable to provide a housing throughput which results in</p>	<p>Well managed allocation policy, and clear banding guidelines.</p> <p>Online form to allow early access to support, including linking to help hub infrastructure.</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 accommodation to ensure adequate</p>	Assistant Director of Individuals and Families	Cllr Graham Minshull	<p>1. Staff resource in place by April 2023.</p> <p>2. In place from Oct 2022 (completed)</p> <p>3. Report due Nov/Dec 22(completed)</p> <p>4. Ongoing</p> <p>5. Ongoing.</p> <p>6. Ongoing.</p> <p>7. Ongoing..</p>	3	5	10	No	<p><b>Risk score reduced from 15 to 10</b></p> <p>The Council had seen significant numbers of affordable housing delivered recently in the District. However, demand remained high due to factors such as accommodating Ukrainian refugees, the cost-of-living pressures on the housing stock and the changes in the private rented sector,</p>	

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		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.	Current team resources in place and funded.  Housing enablement partnership in place to consider options to increase additional stock.					emergency options are available to residents (completed) 3. TA review looking at future housing options including buying more property which will offset longer term costs. (completed) 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. 6. Long term move on plan for Ukraine residents in place. 7. Cost of living demand monitored.									which was leading to a decline in private rented stock.
Protecting and improving our natural and built	SNCP2	<b>Risk-</b> The inability to find Gypsy and	Working with Greater Norwich partners to identify	4	5	20	Reduce	1. Continue to work with partners to find suitable sites	Assistant Director Planning	Cllr Graham Minshull	1. Ongoing	2	5	10 	No	<b>No change to the risk score</b> 1. G&T sites proposals consultation has taken	

Risk with existing Controls														Current Risk		
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environment, whilst maximising quality of life / Growing the Economy		<p>Traveller (G&amp;T) sites to meet the need and enable the Greater Norwich Local Plan to be found sound</p> <p><b>Consequence-</b> The local plan will not be found sound which leaves the Council without an adopted local plan and open to speculative development</p>	appropriate G&T sites.													place and reports on proposed sites will be brought to June Cabinets for member agreement. There continues to be a risk should all 3 districts not agree the proposed sites going forward to the Planning Inspector.
Protecting and improving our natural and built environment, whilst maximising quality of life / Growing the Economy	SNCP3	<p>&lt;NEW RISK&gt; Q4 22/23</p> <p><b>Risk -</b> Implications arising from the Government's new Waste Strategy</p> <p><b>Consequence -</b> Requirement for significant changes to service delivery, increased costs and loss of income</p>	Currently there is very little clarity from the Government on the precise details, timelines or funding that will be provided or income that could be lost following the introduction of the Deposit Return Scheme, Extended Producer responsibilities or Consistency of Collections. Officers continue to attend Defra Webinars and are undertaking scenario planning.	5	5	25	Reduce	<ol style="list-style-type: none"> <li>Lobby government for adequate funding for the implementation of the proposed changes.</li> <li>Respond to Government Consultations to ensure sufficient time and funding is provided to implement the changes.</li> <li>Feed into any relevant networks e.g. LGA and DCN to influence policy direction and implementation.</li> <li>Ensure local MPs are aware</li> </ol>	Assistant Director Community Services	Cllr Keith Kiddie	1. Ongoing	5	4	20	No	New risk identified Q4 22/23

						Risk with existing Controls							Current Risk			
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								of the financial and service implications. 5. Ensure the necessary up to date information is fed into Waste Data Flow. 6. Undertake scenario for each planned service strand change to understand the potential implications.								

### 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
SNC SI1 Risk - The Council is unable to respond effectively to further waves of the Covid-19 Pandemic.	Risk was de-escalated to People and Communities Directorate Risk Register as it is within our risk appetite.	Quarter 1 22/23
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 market is shrinking, employee driven labour market.	Risk de-escalated to the Place Directorate Risk Register as the risk score is within our risk appetite.	Quarter 3 22/23
SNCS13 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.	This risk has been folded into SNCSI4. The Ukraine programme is embedded into the Council and is part of core business. The main risk from the programme is associated with SNCSI4 therefore these risks has been merged.	Quarter 3 22/23

<p>SNCS15 Risk - As a consequence of the cost of living crisis, there may be a significantly increased demand for council services</p>	<p>This risk has been folded into SNCS14. Whilst the cost of living remains an issue, the strategic risk to the Council is increased demand on housing services, therefore the risks have been combined.</p>	<p>Quarter 3 22/23</p>