

Strategic Risk Register

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Portfolio: Leader - Policy

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 for Broadland District Council.

Recommendations:

1. Review and note 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 Broadland District 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 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 Audit 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 take 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 1 new strategic risk identified and added to the register:
- BDC P3 – Government's New Waste Strategy.
- 3.3 There are no risks that have been removed from the Strategic Risk register.
- 3.4 There is 1 strategic risk that has had the risk score reduced:
- BDC S13 – Housing Stock - the likelihood score has reduced as good progress is being made towards a mitigation strategy
- 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				BDCP3 – Government's Waste Strategy (new risk)	
4	Highly Likely				BDCP1 – Nutrients Neutrality Impacts (no change) BDCM4 - One Team Capacity and Capability (no change)	
3	Likely			BDCM3 – Collaborative Working (no change)	BDCM2 – Reform and Devolution (no change)	BDCM5 – Cyber attack (no change)
2	Not Likely					BDCM1 – Financial (no change) BDCP2 - Gypsy/Traveller site identification (no change) BDCS13 – Housing stock (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 note the Strategic Risk Register update for the Council.

Appendix 1

Broadland District Council – Strategic Risk Register

Last reviewed – May 2023



Broadland District 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 of the strategic risk 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
BDCM1		✓	✓				Risk wording amended to better reflect and make clearer the true strategic risk to the organisation.
BDCM2		✓					Risk wording updated to include the risk around wider government policy changing.
BDCM3				✓			Delivery timescales updated
BDCM4		✓	✓	✓			Risk wording amended to better reflect and make clearer the true strategic risk to the organisation.
BDCM5							
BDC P1							
BDCSI3	✓						Likelihood score reduced from 3 to 2 as decisions are starting to be released and good progress is being made towards a longer term mitigation strategy.
BDCP2						✓	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
Moving with the times, working smartly and collaboratively	BDCM1	<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 Medium Term Financial Plan (MTEP).</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><New Wording></p> <p>Risk - Ambitions in the Delivery Plan do not match the revenue and capital budgets.</p> <p>Consequence - Failure to deliver the Delivery Plan set out at the start of the financial year.</p>	<p>Regular review and monitoring of the Delivery Plan.</p> <p>Medium Term Financial Plan budget process and scenario planning.</p> <p>Corporate Leadership Team (CLT) relationship building and liaison with key stakeholders such as central Government departments and professional bodies.</p> <p>Regular Horizon Scanning.</p> <p>Implementing Broadland/South Norfolk Collaboration.</p> <p>Quarterly review of performance and risks to the organisation.</p> <p>Active Membership of different groups such as the District Councils</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 CLT and management team to ensure 	Director of Resources	Cllr Steve Riley	<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 the risk score</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 CLT. Completed on a quarterly basis.

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			Network (DCN), Local Government Association (LGA), Rural Services Network (RSN) etc.					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	BDCM2	<p>Risk - The Council fails to take advantage and act quickly and proactively on the opportunities of Local Government Reform, devolution and wider government policy.</p> <p>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.</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	12	Reduce	<p>1. Review the outcomes of the Devolution White Paper when it is released (completed)</p> <p>2. Continued regular horizon scanning and policy updates to CLT, management team and Members to ensure we stay abreast of changes and are able to 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 political changes.</p> <p>5. Respond to the Deal for Norfolk consultation</p>	Director of Resources	Cllr Susan Holland	<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	4	12 	No	<p>No change to the risk score</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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Moving with the times, working smartly and collaboratively	BDCM3	<p>Risk - The Council is unable to take advantage of the benefits and opportunities from collaborative working with South Norfolk Council and other key partners through autonomous policy decision-making.</p> <p>Consequence - Failure to achieve efficiency savings through economies of scale and increased chance of not delivering the collaboration Feasibility Roadmap.</p>	<p>Transformation approach 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> <p>Service Improvement and Efficiency Committee (SIEC) has Member oversight and steering of the</p>	3	4	12	Reduce	<ol style="list-style-type: none"> 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. 5. Purchase and relocation to a single office at the Horizon Centre 6. Minimise office costs during transition to the Horizon Centre and 	Director of Resources	Cllr Susan Holland	<ol style="list-style-type: none"> 1. Through 22/23 2. Amend approach during Q1/2 22/23 3. Continue through 22/23 and 23/24 4. Continue to implement through 22/23. 5. Relocate May 2023 6. Minimise costs Q2/3 & dispose of site Q3 	3	3	9	Yes	<p>No change to the risk score</p> <ol style="list-style-type: none"> 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. Programme portfolios for Transformation now in operation. 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 & 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 revenues and benefits system. 4. The Customer Services Strategy and Charter has been approved by Cabinet and has been implemented. Work to define the next stage in transformation is underway through the First-


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			<p>collaboration programme.</p> <p>Regular updates and briefings to CLT (6 weekly) and SIEC on the collaboration.</p> <p>Collaboration costs and savings tracked half yearly.</p>					Disposal of Thorpe Lodge.								Class Customer Service consultancy work. 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 & temporary relocation to Thorpe Lodge has assisted in minimising costs during the transition period.
Moving with the times, working smartly and collaboratively	BDCM4	<p>Risk - Capability and capacity does not meet organisational requirements.</p> <p>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.</p> <p><New Wording></p> <p>Risk - Ambitions in the Delivery Plan do not match the capacity and capability of the</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 for the Council in the coming year to 2022.</p> <p>Management /Leadership Training and Development in progress.</p> <p>Regular Budget Monitoring.</p>	4	4	16	Reduce	<p>1. Identification and management of known resource issues across the organisation (e.g., procurement)</p> <p>2. Scope and develop a talent management programme.</p> <p>3. Build our own talent - Develop projects to consider our use and opportunities of apprenticeships, internships, career placement, graduates etc.</p> <p>4. Implement successful recruitment campaigns particularly in service areas</p>	<p>1 - CLT</p> <p>2 - 4 Chief of Staff</p> <p>5 - Director of Resources</p> <p>6 - 7 - Chief of Staff</p>	Cllr Susan Holland	<p>1. Throughout the Delivery Plan period (2020-2024)</p> <p>2 and 3. Throughout the Delivery Plan period (2020-2024)</p> <p>4. April 2022 - March 2023 (completed)</p> <p>5. Ongoing and now a part of business as usual</p> <p>5. Amend approach during Q1/2 22/23</p> <p>6. September 2023</p> <p>7. Throughout the Delivery Plan period (2020-2024)</p>	4	4	16 	No	No change to risk score 1. The procurement consortium has experienced a significant level of staff turnover in the past year, however, the team is now up to its full complement, although there will be a period of training for the newly recruited staff. Alongside this, there has been a large increase in both the number and complexity of procurements that the consortium are supporting both Broadland and South Norfolk Council with. This increase reflects the ambitious delivery plan that is in place. Officers are therefore reviewing the capacity within the procurement team to see if there is a requirement to increase it in order to ensure that the delivery of activities within the delivery plan are not impacted.

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		<p>organisation.</p> <p>Consequence - Failure to deliver the Delivery Plan set out at the start of the financial year.</p>						<p>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 (completed)</p> <p>5. Amendments to programme and project management processes to improve how we manage our capacity to deliver.</p> <p>5. Additional financial monitoring of key projects.</p> <p>6. Delivery of agile working approach and cultural shift to better attract and retain talent.</p> <p>7. Local authority benchmarking across the region and wider to ensure pay and benefits on a role specific basis remain comparable and competitive.</p>									<p>2 and 3. This work will continue into the next financial year and be part of an updated Organisational Development Strategy, likely to be completed by September 2023.</p> <p>4. Completed</p> <p>5. New resource has been recruited to (Project Management Officer Lead) to take forward the project and programme office approach including the financial monitoring of key projects.</p> <p>6. Training has been rolled out to senior managers ahead of the move to the Horizon with the next steps being to finalise the agile working policy.</p> <p>7. Information through local benchmarking is progressing slowly and other avenues are being explored.</p>

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Moving with the times, working smartly and collaboratively	BDCM5	<p>Risk - There is a heightened threat of a successful 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 control and manage security events 5. Ensure Members are aware of Cyber-security risks through the completion of SkillsGate 	Director of Resources	Cllr Dan Roper	Ongoing	3	5	15	No	<p>No change to the risk score</p> <ol style="list-style-type: none"> 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 2. An existing vacant post within the IT Structure to create a dedicated Chief 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. 3. Broadcast communications have been sent to all staff to raise awareness of sophisticated phishing emails. 4. ICT staff have been trained to ensure security controls are maintained. 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.

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Protecting and improving our natural and built environment, whilst maximising quality of life	BDCP1	<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 pressures outside of the affected catchment area.</p>	Working with Natural England and key stakeholders to understand the implications and potential mitigation measures.	5	4	20	Reduce	<ol style="list-style-type: none"> 1. Lobbying Govt to suspend Housing Delivery Test and housing land supply 2. Working with partners and stakeholders on mitigation measures 3. Regular briefing for members 4. Regular engagement with applicants 5. Regular monitoring of position 	Director of Place	Cllr Stuart Beadle	<ol style="list-style-type: none"> 1. Ongoing, via Planning Advisory Service 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 	4	4	16	No	<p>No change to the risk score</p> <ol style="list-style-type: none"> 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 2. Good progress being made by consultants in identifying the nutrient load. Long term mitigation strategy received in April 23. Regular meetings are 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 being developed for submission to Government for up to £10m potential funding pot to deliver mitigation schemes. 3. Portfolio Holders and Leaders are regularly updated at scheduled fortnightly/weekly catch ups 4. Regular contact and update meetings with strategic site promoters. Some developers are now coming forward with their own mitigation schemes. 5. Ongoing

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Supporting individuals and empowering communities	BDCS13	<p>Risk - There is insufficient private and social housing supply, and access to temporary accommodation to meet the homelessness needs of our residents.</p> <p>Consequence - The Council is unable to provide sustainable housing options which results in greater numbers in temporary accommodation. This will result in increased costs and poorer outcomes for vulnerable residents.</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> <p>Current team resources in place and funded. Ukraine and cost of living programmes establishment and working well</p> <p>Housing enablement partnership in place to consider options to increase additional stock.</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 emergency options are available to residents (completed)</p> <p>3. Temporary Accommodation (TA) review looking at future housing options including buying more property which will offset longer term costs. (completed)</p> <p>4. More strategic approach to future housing strategy and delivery, including being confident to explore new and different options.</p> <p>5. Manage housing register more closely to reflect reality and demand alongside</p>	Assistant Director of Individuals and Families	Cllr Natasha Harpley	<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>Risk score reduced from 15 to 10</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, which was leading to a decline in private rented stock.</p>

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								support. 6. Long term move on plan for Ukraine residents in place. 7. Cost of living demand monitored.								
Protecting and improving our natural and built environment, whilst maximising quality of life / Growing the Economy	BDC P2	<p>Risk- The inability to find Gypsy and Traveller (G&T) sites to meet the need and enable the Greater Norwich Local Plan to be found sound</p> <p>Consequence- The local plan will not be found sound which leaves the Council without an adopted local plan and open to speculative development</p>	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	Cllr Stuart Beadle	1. Ongoing	2	5	10 	No	<p>No change to the risk score</p> <p>1. G&T sites proposals consultation has taken 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.</p>
Protecting and improving our natural and built environment, whilst maximising quality of life / Growing the Economy	BDC P3	<p><NEW RISK> Q4 22/23</p> <p>Risk - Implications arising from the Government's new Waste Strategy</p> <p>Consequence - 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	5	5	25	Reduce	1. Lobby government for adequate funding for the implementation of the proposed changes. 2. Respond to Government Consultations to ensure sufficient time and funding is provided to implement the changes.	Assistant Director Community Services	Cllr Jan Davis	1. Ongoing	5	4	20	No	New risk identified Q4 22/23

						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
			Producer responsibilities or Consistency of Collections. Officers continue to attend Defra Webinars and are undertaking scenario planning.					3. Feed into any relevant networks e.g. LGA and DCN to influence policy direction and implementation. 4. Ensure local MPs are aware 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
BDC SI1 The Council is unable to respond effectively to further waves of the Covid-19 Pandemic. Quarter 1 22/23	Risk was de-escalated to People and Communities Directorate Risk Register as it is within our risk appetite.	Quarter 1 22/23
BDCA1 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 style="text-align: center;">BDC GE3</p> <p>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.</p>	<p style="text-align: center;">Risk de-escalated to the Place Directorate Risk Register as the risk score is within our risk appetite.</p>	<p style="text-align: center;">Quarter 3 22/23</p>
<p style="text-align: center;">BDCGE1</p> <p>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.</p>	<p style="text-align: center;">Risk de-escalated to the Place Directorate Risk Register as the risk score is within our risk appetite.</p>	<p style="text-align: center;">Quarter 3 22/23</p>
<p style="text-align: center;">BDCS12</p> <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 style="text-align: center;">The Ukraine programme is embedded into the Council and is part of core business. The main risk from the programme is associated with BDCS13 and these risk has been merged.</p>	<p style="text-align: center;">Quarter 3 22/23</p>
<p style="text-align: center;">BDCS14</p> <p>Risk - As a consequence of the cost of living crisis, there may be a significantly increased demand for council services</p>	<p style="text-align: center;">This risk is folded into BDC S13. Whist cost of living remains an issue, the strategic risk to the Council is increased demand on housing services. Risk retired and merged as part of BDCS13</p>	<p style="text-align: center;">Quarter 3 22/23</p>