

Appendix 1

Broadland District Council – Strategic Risk Register

Last reviewed – September 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. There is a copy of the likelihood and impact matrix from our Risk Management Policy at the end of this report for reference.

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	x						The inherent risk has been changed this quarter. This is due to the high level of inflation impacting on our costs and increased demand on our services in particular housing, which is causing additional pressure to the medium-term plan and increasing the funding gap.
BDCM2							
BDCM3							No change to risk score - proposed to deescalate to Resources Directorate Risk Register as it is within risk appetite
BDCM4				x			New risk mitigation (mitigation 9) added.
BDCM5	x						The inherent risk has changed this quarter to reflect the increased threat seen in the environment. The mitigated risk has remained stable. We do not expect to see the mitigated risk score reduce until we have completed the Cyber Assessment Framework and implemented some of the resulting actions anticipated Q4 23/24.
BDC P1	x						The mitigated risk score has reduced from 16 to 8 to reflect the recent Government announcement. This will be monitored closely as the Levelling Up and Regeneration Bill makes its way through Parliament.
BDCSI3							
BDCP2	x						Mitigated risk score has reduced from 10 to 8 to reflect positive progress against the mitigating actions. This will now be de-escalated and monitored at an operational level via the Place Directorate Risk Register.
BDCP3							

Strategic Risk Register

			Inherent Risk (if no further action taken)											Mitigated 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?	September 2023 - Comments and progress on actions
Moving with the times, working smartly and collaboratively	BDCM1	<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 Network (DCN), Local Government Association (LGA), Rural Services Network (RSN) etc.</p>	3	5	15	Reduce	<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. Local Government Association and District Council Network to influence policy creation. Ensure local MP's are aware of the Council financial position and potential impact of any forthcoming Government policies as part of the regular MP briefings. Continued 	Assistant Director Finance	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>Inherent risk score has changed</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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								regular horizon scanning and policy updates to Corporate Leadership Team (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	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</p>	<p>Regular Horizon Scanning.</p> <p>Active Membership of different groups such as the District Councils Network, Local Government Association, Rural Service Network 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</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</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 (completed)</p>	3	4	12	No	<p>No change to the risk score</p> <p>2. Regular policy updates are presented to CLT and the wider organisation to ensure we stay abreast of key changes. A monthly horizon scanning report is produced for CLT and the Strategy Team attends Directorate meetings on a regular basis to provide an overview of recent policy updates.</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>					

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		would bring for residents and businesses in our area.	departments and professional bodies.					implications for our residents. 4. Work with our partners where appropriate to present a collaborative response to political changes. 5. Respond to the Deal for Norfolk consultation (completed)								
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</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</p>	3	4	12	Reduce	1. Embed the 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	Assistant Director ICT/Digital and Transformation	Cllr Susan Holland	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 (completed) 6. Minimise costs Q2/3 & Dispose of site Q3 7. July 2023 - October 2023	3	3	9	Yes	<p>No change to risk score - proposed to deescalate to Resources Directorate Risk Register as it is within risk appetite</p> <p>1. The transformation portfolio has an organisational-wide communications plan under the banner of "Evolve". This is embedded into various communication channels. 2. advertisement to fill vacant roles within the Project Management Office has now closed, interviews and job offers are complete. 3. work continues on the revenues and benefits system and the HR/Payroll system. Once completed this will conclude the delivery of the Systems Transformation Programme. 4. The First Class Customer Service business case is heading for Q3 sign off and will feed into a multi-year programme of transformation subject to business case sign off by</p>

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		Feasibility Roadmap.	<p>Member oversight and steering of the 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>					<p>approval for each IT system.</p> <p>4. Implementation of the Customer Service Strategy.</p> <p>5. Purchase and relocation to a single office at the Horizon Centre (completed)</p> <p>6. Minimise office costs during transition to the Horizon Centre and Disposal of Thorpe Lodge.</p> <p>7. Develop a Transformation Plan to outline programmes of transformation and associated costs and savings over the next five years</p>									<p>Cabinet.</p> <p>6. Disposal of South Norfolk House delayed in July due to the submission of an Asset of Community Value nomination on which a decision is due shortly.</p> <p>7. Transformation pipeline is being refined, with projects being aggregated into larger programmes of work with anticipated savings. These programmes will make up a wider portfolio of Transformation work.</p>										
Moving with the times, working smartly and collaboratively	BDCM4	<p>Risk - Ambitions in the Delivery Plan do not match the capacity and capability of the organisation.</p> <p>Consequence - Failure to deliver the Delivery Plan set out at the start of the financial year.</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 2024.</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</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> <p>8 - 9 - Assistant Director</p>	Cllr Dan Roper	<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</p>	4	4	16	No	<p>No change to risk score</p> <p>1. The procurement service has been reviewed by internal audit and the AD Finance is also reviewing the service provided to ensure that all parties are clear on requirements. Improvement to this should result in ensuring that the right capacity & capability is provided for this service. Other areas currently being reviewed for resources are those associated with capital programmes, mainly SNC</p>											

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			<p>Management/Leadership Training and Development in progress.</p> <p>Regular Budget Monitoring.</p> <p>Project Management Office in place with the core purpose of aligning Transformation projects in the pipeline and resource for delivery</p>					<p>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 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. 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</p>	ICT/Digital and Transformation		<p>business as usual</p> <p>6. September 2023</p> <p>7. Throughout the Delivery Plan period (2020-2024)</p> <p>8. Throughout the Delivery Plan period (2020-2024)</p> <p>9. Starting to widen approach 2023/24</p>						<p>projects. Improvements are also being made to business cases to ensure we have the right capacity and capability to take forward key initiatives i.e. capitalisation of Project Manager for HR & Payroll system.</p> <p>2. Ongoing</p> <p>3. Ongoing, now BAU</p> <p>4. Ongoing, now BAU</p> <p>5. The portfolio approach has been established for transformation governance providing greater viability over project and programme delivery and is being rolled out to other portfolios.</p> <p>6. Ongoing, now BAU</p> <p>7. Still work in progress, focus is currently on the implementation of the new HR & Payroll system which will result in our own data being better and more timely, we can then look to pick up the benchmarking again.</p> <p>8. Resource tracking continues and monitoring of external project management costs continue to be monitored.</p> <p>9. Transformation portfolio is in operation, the portfolio approach continues to be worked on to cover other thematic areas for overview and transparency of resource.</p>

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								across the region and wider to ensure pay and benefits on a role specific basis remain comparable and competitive. 8. Track and monitor external Project Management resource volumes deployed to deliver projects and where appropriate employ resource to align with project pipeline demonstrating better value for money. 9. Begin to widen the portfolio approach to gain understanding of resource across all projects and programmes of work that stretch beyond transformation													
Moving with the times, working	BDCM5	Risk - National Cyber Security Centre has advised of a	Geo-blocking of traffic originating from black-listed countries.	5	5	25	Reduce	1. Ensure the effectiveness of the Controls - commission a	Assistant Director ICT/Digital and Transformation	Cllr Dan Roper	1. Ongoing, annual requirement 2. Ongoing	4	5	20	No	Inherent risk score has changed 1. No update 2. No update on progress - this is					

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smartly and collaboratively		<p>heightened cyber threat for UK organisations due to the volatile situation in Ukraine and the potential for state-sponsored attacks on NATO members, which includes 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 result in a significant financial impact to the business.</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> <p>Ringfenced £125,000 from the Future Councils funding to dedicate to improving our approach to cyber security and to implementing the actions resulting from the Cyber Assessment Framework.</p>					<p>third-party review of the Council's security posture</p> <p>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</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 control and manage security events</p> <p>5. Ensure Members are aware of Cyber-security risks through the completion of Skills Gate</p> <p>6. Review and implement a bespoke Cyber Security.</p>			<p>3. Ongoing</p> <p>4. Ongoing</p> <p>5. Ongoing requirement</p> <p>6. Roll out expected Sep/Oct 23</p> <p>7. Recommendation output expected Oct 23</p> <p>8. Implementation 23/24 Q4</p>					<p>dependent on further analysis and results of the CAF</p> <p>3. No update this will be a direct output of the CAF</p> <p>4. IT have planned several training sessions with Norfolk & Suffolk Police Cyber Protect Team to be held in Q3 22/23 to practice scenarios and planning scenarios should the Council be subject to a cyber attack. However, this does not directly influence the mitigated score as it is in relation to dealing with an incident should it occur.</p> <p>5. as above - no update</p> <p>6. The implementation of this training programme is dependent on the outputs of the Cyber Assessment Framework (CAF) results. These results will be used to inform the training programme based on the identified areas of development.</p> <p>7. The CAF process is being led by a third party in which there has been a delay to the timescale of the outputs of this report. The roll out of this will be delayed coinciding with receipt of the CAF results expected December</p>

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								awareness training package making it an annual requirement delivered to all Council staff and members to improve the organisations Cyber security culture. 7. Undertake the NCSC Cyber Assessment Framework to identify any gaps to the NCSC LG profile. 8. Review and consider any further monitoring tools required to prevent and reduce the risk of Cyber Security events.													
Protecting and improving our natural and built environment, whilst maximising quality of life	BDCP1	Risk – Nutrients Neutrality advice impacts all planning decisions for overnight accommodations. Consequence – Potential adverse impact upon the ability to demonstrate	Working with Natural England and key stakeholders to understand the implications and potential mitigation measures.	5	4	20	Reduce	1. Lobbying Govt to suspend Housing Delivery Test and housing land supply 2. Working with partners and stakeholders on mitigation measures 3. Regular	Director of Place	Cllr Stuart Beadle	1. Ongoing, via Planning Advisory Service (PAS) and other organisations 2. Short-term mitigation of impact on planning - ongoing, Long term mitigation strategy 9-12 months	2	4	8	Yes	Mitigated risk score has reduced from 16 to 8. - proposed to deescalate to Place Directorate Risk Register as it is within risk appetite 1-3 Government announcement released 29 August 23, now proposing through primary legislation changes to remove the requirement for housing development to address Nutrient Neutrality as part of the planning process. However, this may not					

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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?	September 2023 - Comments and progress on actions
		delivery of sites in Five Year Land Supply leading to speculative development pressures outside of the affected catchment area.						briefing for members 4. Regular engagement with applicants 5. Regular monitoring of position			3. Ongoing 4. Ongoing 5. Ongoing					be passed and credits may still need to be relied upon. The Joint Venture was expecting to trade in credits in the next month and therefore the risk can be reduced. There remains uncertainty around the timescale and the impact of the Govt announcement. This is being closely monitored.
Supporting individuals and empowering communities	BDCS13	<p>Risk - There is insufficient affordable private housing and insufficient 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 review looking at future housing options including buying more property which will offset longer term costs. (completed)</p> <p>4. More strategic approach to</p>	Assistant Director of Individuals and Families	Cllr Natasha Harpley	<p>1. Staff resource in place until 2024 (completed)</p> <p>2. In place from Oct 2022 (completed)</p> <p>3. Report completed</p> <p>4. Ongoing</p> <p>5. Ongoing.</p> <p>6. Ongoing.</p> <p>7. Ongoing.</p>	2	5	10	No	<p>No change to risk score</p> <p>Temporary accommodation has been purchased and is being prepared to go live as soon as feasible. A cost of living report is being prepared for September and a policy report in December is being prepared to understand the future needs of residents to inform policy.</p>

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								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.													
Protecting and improving our natural and built environment, whilst maximising quality of life / Growing the Economy	BDC P2	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 Consequence- The local plan will not be found sound which leaves the Council without an adopted local plan and open to	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	4	8	Yes	Mitigated risk score has reduced from 10 to 8 - proposed to deescalate to Place Directorate Risk Register as it is within risk appetite 1. The GNLP Inspectors will be consulting on the sites as part of the Local Plan main modifications consultation in the Autumn.					

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		speculative development																			
Protecting and improving our natural and built environment, whilst maximising quality of life / Growing the Economy	BDC P3	<p>Risk - Implications arising from the Government's Resources and Waste Strategy and the Environment Act 2021</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 Producer responsibilities and Consistency of Collections. Officers continue to attend Defra Webinars and are undertaking scenario planning.	5	5	25	Reduce	<ol style="list-style-type: none"> Lobby government for adequate funding for the implementation of the proposed changes. Respond to Government Consultations to ensure sufficient time and funding is provided to implement the changes. Feed into any relevant networks e.g. LGA and DCN to influence policy direction and implementation. Ensure local MPs are aware of the financial and service implications. Ensure the necessary up to date information is fed into Waste Data Flow. Undertake scenario for each planned service strand change to 	Assistant Director Community Services	Cllr Jan Davis	Ongoing	5	4	20	No	<p>No change to risk score</p> <p>1-6 Officers continue to attend Defra workshops on the proposals but detailed information on the timelines for when the changes will be introduced remain unclear at this time.</p> <p>5. All information on Waste Data Flow has been updated and a benchmarking exercise has been undertaken for the Council by WRAP.</p>					

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								understand the potential implications.								

De-escalated/closed risks in 23/24

Risk Ref	Reason risk was de-escalated/closed	Quarter risk was de-escalated/closed
BDCP2 - The inability to find Gypsy Traveller (G&T) sites to meet the need and enable the Greater Norwich Local Plan to be found sound	Mitigated risk score reduced due to positive progress against mitigating actions. To be managed at an operational level via the Place Directorate Risk Register	Q2
BDCP1 - Nutrients Neutrality advice impacts all planning decisions for overnight accommodations.	Mitigated risk score has reduced to reflect the recent Government announcement. This will be monitored closely as the Levelling Up and Regeneration Bill makes its way through Parliament. To be managed at an operational level via the Place Directorate Risk Register	Q2
BDCM3 - 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.	Mitigated risk score has been within risk appetite for the past year. To be managed at an operational level via the Resources Directorate Risk Register	Q2

Risk likelihood and impact matrix

Likelihood Matrix			
Likelihood		Description	Timing
5	Expected	Risk event or circumstance is relatively certain to occur	More than once per year
4	Highly Likely	Risk event or circumstance is highly likely to occur	Once per year
3	Likely	The risk event or circumstance is more likely to occur than not	At least once between 1-5 years
2	Not likely	The risk event or circumstance is possible	At least once between 5-10 years
1	Rare	This will probably never happen	Probably within 10-15 years

Impact Matrix					
Impact Type	Insignificant	Minor	Moderate	Significant	Severe
Financial loss	£0k - <£10k	£10k - <£25k	£25k - <100k	£100k - £500k	Over £500k
Service provision	Inconsequential disruption to a service.	Minimal disruption to Council activities/service.	Significant disruption to service delivery.	Significant disruption to large parts of the Council or suspension of service.	Service suspended long term.
Projects	Minor delay	Minor milestones missed	Significant milestones missed or delayed	Major milestones missed	Project will not achieve objectives and misses majority of milestones
Objectives	No effect	Some team objectives not met	Team objectives not met	Portfolio objectives not met	Strategic objectives not met
Health and Safety	Isolated incident/ injury/illness. No lost time to injury days.	Minor injury or illness requiring medical treatment.	Threat of violence, serious injury or illness requiring medical attention.	Significant/extensive/multiple injury or illness, permanent or partial disability.	Fatality. Multiple major injuries/illness. Permanent total disability.
Staff Engagement	Isolated events of dissatisfaction	Some hostile relationships/minor non-co-operation	Hostile relationships. Major non-co-operation across the organisation	Industrial Action	Mass staff walkout/leaving
Reputational	Minor unfavourable social media coverage/attention	No media coverage. Minor letters of complaint	Adverse local media/social media coverage relating to conduct of leader or members or Council	Adverse national media exposure	Prolonged adverse national exposure
Statutory/Legal	Isolated non-compliance. Informal recommendation not followed up.	Non-compliance Warning received	Breach. Improvement Notice	Enforcement Action	Prosecution Fine Successful Judicial Review