



**Finance, Resources, Audit and Governance  
Committee  
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## **Strategic Risk Register**

**Report Author(s):** Sinead Carey  
Strategy and Intelligence Manager  
01508 533661  
[Sinead.carey@southnorfolkandbroadland.gov.uk](mailto:Sinead.carey@southnorfolkandbroadland.gov.uk)

**Portfolio:** External Affairs & Policy (Leader)

**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 South Norfolk 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 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 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 As part of our ongoing continuous improvements to the way we manage and report risk, CLT have reviewed the format of the strategic risk register and have now included columns showing Inherent Risk as well as Mitigated Risk. This is to support Members and Staff to fully understand the impact of our mitigating actions and to ensure that we are able to track progress of the risk through its lifecycle.
- 3.3 Inherent Risk - we will now be using the first risk score in the register to score the inherent risk to the organisation. This is the score which reflects the natural risk level in an environment where the risk has not been controlled or new/additional mitigating actions taken. This score can change over time if the inherent risk changes e.g. the external environment changes.
- 3.4 Mitigated Risk (current risk) score will be used to reflect how effective the mitigating actions have been on the inherent risk. This score should be lower than the inherent risk if the mitigating actions are effective.
- 3.5 Since the risk register was last seen by the committee, no new strategic risks have been identified.
- 3.6 Three strategic risks are being proposed to be deescalated this quarter, due to the mitigated risk scores being within the risk appetite of the Council, as set out in the Risk Management Policy. These are:
- SNCM9 - The Council is unable to take advantage of the benefits and opportunities from collaborative working with Broadland District Council and other key partners through autonomous policy decision-making.
  - SNCP1 - Nutrients Neutrality advice impacts all planning decisions for overnight accommodations.
  - SNCP2 - 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.

3.7 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 (no change)	
4	Highly Likely				SNCM11 – One Team Capacity and Capability (no change)	SNCM12 – Cyber Attack (no change)
3	Likely			SNCM9 – Collaborative Working (no change) - to be deescalated to operational risk register	SNCM6 – Reform and Devolution (no change) SNCGE1 – Leisure Memberships (no change) SNCSI2 – Energy costs and disruption (no change)	
2	Not Likely				SNCP1 – Nutrients Neutrality Impacts (reduced from 16 to 8) - to be deescalated to operational risk register	SNCM1 – Financial (no change)
					SNCP2 Gypsy/Traveller site identification (reduced from 16 to 8) - to be deescalated to operational risk register	SNCSI4 – housing demand (no change)
1	Rare					

#### 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.