

STRATEGIC RISK REGISTER

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Portfolio: Leader - Policy

Wards 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 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 No strategic risks have had their scores reduced. The position remains as Q3.
- 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					
4	Highly Likely				BDCP3 – Government's Waste Strategy (risk reduced)	BDCM5 – Cyber attack (no change)
3	Likely				BDCM2 – Reform and Devolution (no change) BDCM4 - One Team Capacity and Capability (risk reduced)	
2	Not Likely					BDCM1 – Financial (no change) BDCS13 – 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 Any specific implications are captured in the individual risks listed in the Appendix.

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

6.3 **Legal Implications** – no other implications.

6.4 **Equality Implications** – no other implications.

6.5 **Environmental Impact** – no other implications.

6.6 **Crime and Disorder** – no other implications.

6.7 **Risks** – captured in the appendix.

7 CONCLUSION

7.1 Strategic Risk Register has been updated for Quarter 4.

8 RECOMMENDATIONS

8.1 Review and note the Strategic Risk Register update for the Council.

Appendix 2

Broadland District Council – Strategic Risk Register

Last reviewed – April 2024



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							
BDCM2							
BDCM4							
BDCM5				x			New mitigation added (mitigation 10)
BDCSI3				x			New mitigation added (mitigation 6 and 7)
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?	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>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>No change to the risk score - Final Settlement for 24/25 provided a 4% increase in core spending power, but again this is only a one year settlement.</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.

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?	Comments and progress on actions
								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>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</p>	Director of Resources	Cllr Susan Holland	<p>2. Monthly</p> <p>3. As appropriate</p> <p>4. As appropriate</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>

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?	Comments and progress on actions
		would bring for residents and businesses in our area.	departments and professional bodies.					response to political changes.								
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> <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>	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>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</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 – 10 Assistant Director ICT/Digital and Transformation</p>	CIlr Dan Roper	<p>1. The finalisation of the strategic plan & delivery plan from 2024 onwards aligns the requirements of the council to budget and resources - specific areas will be reviewed as necessary by Asst Directors to ensure right resource in the right place</p> <p>2 and 3. Talent management requires a refocus during 2024 to better define within service areas how to address this - HRBPs to work with ADs on this. During 2024 & then BAU approach.</p> <p>5. Complete</p> <p>6. September 2023 - complete</p> <p>7. This has been difficult to gather through EELGA - a relaunch of this is being undertaken by</p>	4	4	12	No	<p>No change to risk score</p> <p>1. The procurement team is now more stable and progress has been made in ensuring the contracts register is up to date and advice is provided promptly. However there is still further work to do to ensure consistency of advice. Other areas currently being reviewed for resources are those associated with capital programmes, mainly SNC 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 PM for HR & Payroll system.</p> <p>2. Ongoing</p> <p>3. Ongoing</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>9. in progress</p> <p>10. in progress</p>

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								wider to ensure pay and benefits on a role specific basis remain comparable and competitive. 9. Starting to widen approach defined and implemented by Q1 24/25. 10. Further integrate the budget setting and planning			EELGA so we will observe how this develops & if this gives the information required 9. complete portfolio approach in operation by March 23/24 10. Integrated approach defined and implemented by Q1 24/25					
Moving with the times, working smartly and collaboratively	BDCM5	<p>Risk - National Cyber Security Centre has advised of a 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,</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> <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>	5	5	25	Reduce	<p>1. Ensure the effectiveness of the Controls - commission a third-party review of the Council's security posture</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</p>	Assistant Director ICT/Digital and Transformation	Cllr Dan Roper	<p>1. complete</p> <p>3. Ongoing</p> <p>4. Ongoing</p> <p>5. Ongoing requirement</p> <p>6. Q4 24/25</p> <p>7. Recommendation output expected December 2024</p> <p>8. Implementation complete Q4 24/25</p> <p>9. Q1 24/25</p> <p>10. Q4 24/25</p>	4	5	20	No	<p>No change to risk score</p> <p>1. Cyber Assessment Framework assessment has been completed and draft report received.</p> <p>2. CISO role recruited this action is complete the review of monitoring tool is underway and will be part of action 8.</p> <p>3. No update this will be a direct output of the implementation of the CAF</p> <p>4. The first table top exercise is scheduled for the 7th June for CLT.</p> <p>5. The training package has been reviewed and agreed. The frequency is proposed to be annually but subject to further agreement ahead of implementation.</p> <p>6. As above - action 5</p> <p>7. The CAF report has been received alongside a targeted improvement plan. The report was considered by CLT on the 19th April and will now move</p>

						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?	Comments and progress on actions	
		significantly impacting the Council's ability to function result in a significant financial impact to the business.						<p>Members are aware of Cyber-security risks through the completion of Skills Gate</p> <p>6. Review and implement a bespoke Cyber Security awareness training package making it an annual requirement delivered to all Council staff and members to improve the organisations Cyber security culture.</p> <p>7. Undertake the NCSC Cyber Assessment Framework to identify any gaps to the NCSC LG profile.</p> <p>8. Review and consider any further monitoring tools required to prevent and reduce the risk of Cyber Security events.</p> <p>9. Seek cyber insurance</p>									<p>into delivery monitored by the project approach.</p> <p>8. As above - action 7</p> <p>9. In progress</p> <p>10. in progress</p>

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 Annatite?	Comments and progress on actions
								10. Conduct a cyber security awareness session for members delivered by Norfolk Constabulary Cyber Team								
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. Additional funding to provide temporary accommodation to ensure adequate emergency options are available to residents.</p> <p>2. Temporary Accommodation review looking at future housing options including buying more properties which will offset longer term costs.</p> <p>3. More strategic approach to future housing strategy and delivery, including confidence to explore new and different options.</p> <p>4. Manage housing register</p>	Assistant Director of Individuals and Families	Cllr Natasha Harpley	<p>1&2 Current model in place until 20272.</p> <p>3. working groups under the Evolve programme.</p> <p>4. Ongoing.</p> <p>5. Ongoing</p> <p>6. Ongoing</p> <p>7. Round 3 - Sep 2024</p>	2	5	10	No	<p>No change to risk score</p> <p>Temporary accommodation has been purchased and model is in place and looks likely to reduce costs in 2024/5.</p>

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 Annate?	Comments and progress on actions
								more closely to reflect reality and demand alongside support. 5. Long term move on plan for Ukraine residents in place. 6. Cost of living demand monitored. 7. Purchase of Local Authority Housing Fund (LAHF) properties continues as additional funding rounds are offered.								
Protecting and improving our natural and built environment, whilst maximising quality of life / Growing the Economy	BDC P3	Risk - Implications arising from the Government's Resources and Waste Strategy and the Environment Act 2021 Consequence - Requirement for significant changes to service delivery, increased costs and loss of income	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	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. 3. Feed into any relevant networks e.g.	Assistant Director Community Services	Cllr Jan Davis	Ongoing	5	4	16	No	No change to risk score 1-6 Officers continue to attend Defra workshops on the proposals, uncertainty on timelines still remain. All information on Waste Data Flow has been updated and a benchmarking exercise has been undertaken for the Council by WRAP. Confirmation that BDC will receive revenue funding for provision of food waste from April 2026 - details on the level of funding are still to be received.

						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?	Comments and progress on actions
								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 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
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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 Type	Impact Matrix				
	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-cooperation 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