Broadland District Council
Community at heart

AUDIT COMMITTEE

26 January 2023

Supplement Agenda

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DEMOCRATIC SERVICES

Broadland District Council
Thorpe Lodge, 1 Yarmouth Road, Norwich, NR7 0DU
Email: committee.bdc@southnorfolkandbroadland.gov.uk

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Agenda Item: 5
Audit Committee
26 January 2023

Strategic Risk Update

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

Portfolio: Transformation and Organisational Development

Ward(s) Affected: None

Purpose of the Report:

The purpose of this report is to provide an overview of the current position of the Strategic Risk Register and approach for 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 now forms part of the Council's quarterly (reported formally to Cabinet three times a year in Q2, Q3 and Q4) performance, risk and finance reports. The 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 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.

2.9 There is also support, guidance and templates on identifying and managing risk (including project risk) available on our internal intranets for staff, as well as risk training available on our training platform; SkillsGate.

3 CURRENT POSITION/FINDINGS

3.1 CLT have reviewed and updated the Strategic Risk Register to ensure we are managing the risks effectively and that we are taking the right action to prevent the risk from escalating and ultimately reduce the risk where possible. As part of reviewing the register, CLT have taken into consideration:

- Whether risks are still relevant
- Any emergent risks which have been identified
- Whether the likelihood and impact of risks has changed
- Whether controls which are in place are still effective

3.2 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. The most recent update of the register was in January 2023. CLT are currently reviewing the register to make further updates ahead of the next Cabinet meeting where the Q3 Performance, Risk and Finance report will be presented.

Risk Scoring Matrix		1	2	3	4	5
		Insignificant	Minor	Moderate	Significant	Severe
5	Expected				BDCP1 – Nutrients Neutrality Impact	
4	Highly Likely				BDC M4 - One Team Capacity and Capability	
3	Likely			BDCM3 – Collaborative Working BDCGE1 – Regulatory Functions	BDCM2 – Reform and Devolution <New> BDCSI4 – Cost of Living Crisis	BDCM5 – Successful Cyber Attack BDCSI2 – Ukrainian Refugee Safeguarding <New> BDCSI3 – housing demand <New> BDCP2 Gypsy/Traveller site identification
2	Not Likely					
1	Rare					BDCM1 - Financial

3.3 In CLT's most recent review of the register, three new risks have been identified and added:

- BDCSI3 - risk of insufficient private and social housing stock to meet growing demand on the Council and Temporary Accommodation
- BDCP2 - the inability to find Gypsy and Traveller sites to meet the need and enable the Greater Norwich Local Plan to be found sound
- BDCSI4 – impacts on demand for council services as a result of the cost of living crisis

3.4 These risks are new to the organisation, therefore an update on mitigating actions will be brought forward to Cabinet in the Q3 Performance, Risk and Finance reports.

3.5 One risk has had its score changed:
- BDCM4 - Capability and capacity does not meet organisational requirements. This risk score has increased from 12 to 16 due to current market pressures and the retention and recruitment risks this brings to the organisation.

3.6 Two risks have been either de-escalated or closed in 22/23 to date:
- BDC SI1 - The Council is unable to respond effectively to further waves of the Covid-19 Pandemic. Risk was de-escalated to People and Communities Directorate Risk Register as it is within our risk appetite.
- BDC A1- 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.

3.7 Alongside the Strategic Risk Register, teams are also managing operational risk within their Directorate Risk Registers. At present, there are 53 risks identified on these registers and being managed by Directors and Assistant Directors. As and when Directorates identify the need to escalate these risks, they will appear on the Strategic Risk Register for CLT to manage.

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. An update on the Strategic Risk Register will be brought forward to Cabinet as part of the Q3 Performance, Risk and Finance reports.

4.2 Moving forward, options are being reviewed for further training of staff across the One Team on identifying and managing risk, aiming to compliment the Policy and Guidance which has been developed to date. This involves conducting a training matrix for each level of the organisation to ensure the right level of training and knowledge sharing is being provided.

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 – January 2023

Broadland District Council – Strategic Risk Management

The risk appetite of the Council is outlined by a risk appetite statement as set out below:

Broadland and South Norfolk 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 review of the of the strategic risk register has generated the following changes:

Risk Ref	Risk Score Change	Risk description change	Risk consequence change	Risk mitigations change	Risk owner change	New Strategic Risk	Commentary
BDCM1				✓			Risk mitigations updated to reflect cost of living rise
BDCM2							
BDCM3				✓			Completed mitigations (implementation of finance system and undertake accommodation review) removed. New mitigations added including changes reflect the office relocation and implementation of a Project Management Office.
BDCM4	✓	✓	✓	✓			Risk description, controls and mitigating actions added to. Risk score increased from 12 to 16 to reflect changing likelihood score due to current environment.
BDCGE1							
BDCA1							Risk score reduced from 15 to 3 as mitigating actions now delivered. Risk closed in Q1 22/23
BDCM5							
BDCP1							
BDCSI1							Risk score reduced from 12 to 6 due to changing environment rather than mitigation implementation, which remains in place. De-escalated from Strategic Risk Register in Q1 22/23
BDCSI2				✓			Mitigation 3 added.
BDCSI3						✓	New risk to the register since last CLT review of register
BDCP2						✓	New risk to the register since last CLT review of register
BDCSI4						✓	New risk to the register since last CLT review of register

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**	**Delivery timescales**	**Likelihood**	**Impact**	**Severity score**	**Within Risk Appetite?**	**Comments and progress on actions during Quarter 2**
Moving with the times, working smartly and collaboratively	**BDC M1**	**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 MTFP. **Consequence** - A negative impact on the Council's finances, either from reductions in income or funding, or from increased cost pressures.	Medium Term Financial Plan (MTFP) budget process and scenario planning. CMLT relationship building and liaison with key stakeholders such as central Government departments and professional bodies. Regular Horizon Scanning. Implementing Broadland/South Norfolk Collaboration. Quarterly review of performance and risks to the organisation. Active Membership of different groups such as the DCN, LGA, RSN etc.	2	5	**10**	**Reduce**	1. Lobby government for adequate funding, acknowledging impact on costs & demand of cost of living rises. 2. Respond to Government Consultations to ensure any potential impact on the Council finances is conveyed to Government. 3. Feed into any relevant networks e.g., LGA and DCN to influence policy creation. 4. Ensure local MPs are aware of the Council financial position and potential impact of any forthcoming Government policies as part of the regular MP briefings. 5. Continued regular horizon scanning and policy updates to CMLT and management team to ensure we stay abreast of changes and are able to have influence. 6. Regular monitoring of our current position and	**Director of Resources**	1. Prior to Autumn budget 2. As appropriate when consultations open 3. As Appropriate 4. At regular MP Briefings 5. Monthly 6. Quarterly	2	5	**10**	**No**	**No change to risk score** 1. 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. 2. As appropriate when consultations open. 3. As Appropriate. 4. At regular MP Briefings. 5. Monthly horizon scanning and policy reports are developed for CMLT. 6. Completed on a quarterly basis.

								reporting to Members.							
Moving with the times, working smartly and collaboratively	**BDC M2**	**Risk** - The Council fails to take advantage and act quickly and proactively on the opportunities of Local Government Reform and devolution. **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.	Regular Horizon Scanning. Active Membership of different groups such as the DCN, LGA, RSN etc Implementing Broadland/South Norfolk Collaboration. Quarterly review of performance and risks to the organisation. CMLT relationship building and liaison with key stakeholders such as central Government departments and professional bodies.	3	4	**12**	**Reduce**	~~1. Review the outcomes of the Devolution White Paper when it is released.~~ 2. Continued regular horizon scanning and policy updates to CMLT, management team and Members to ensure we stay abreast of changes and are able to have influence. 3. Lobby MPs on specific policy issues and the implications for our residents. 4. Work with our partners where appropriate to present a collaborative response to political changes.	**Director of Resources**	~~1. Expected in Autumn 2021~~ 2. Monthly 3. As appropriate 4. As appropriate	3	4	**12**	**No**	**No change to risk score** 1. The Levelling Up White Paper has been published and Officers have reviewed the opportunities that it offers. County Council have agreed an 'in principle' deal with Government which will require a consultation due to start on the 6 February 23. 2. Regular policy updates are presented to CMLT and the wider organisation to ensure we stay abreast of key changes. A new monthly horizon scanning report is produced for CMLT. Members have been briefed and are lobbying nationally that the relationship between Districts & County are not hierarchical as perceived by Government. 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. 4. This is ongoing and done as appropriate.
Moving with the times, working smartly and collaboratively	**BDC M3**	**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. **Consequence** - Failure to achieve efficiency savings through economies of scale and increased chance of not delivering the collaboration Feasibility Roadmap.	Transformation approach (SPARK) and programme of work in place based on the collaboration roadmap. 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. Customer Service Strategy developed and agreed by Council which sets out our approach to enhancing and providing a consistent customer service.	3	4	**12**	**Reduce**	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	**Director of Resources**	1. Through 22/23 ~~2. Amend approach during Q1/2 22/23~~ (completed) 3. Continue through 22/23 4. Continue to implement through 22/23. 5. Relocate Jan 2023 (completed) 6. Minimise costs Q2/3	3	3	**9**	**No**	**No change to risk score** 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 taking shape. 3. The joint Finance and Income systems have been implemented and are now being embedded, although work continues on training, processes and procedures. Work continues on the implementation of the Idox project covering planning, food & licensing, environmental health and elements of waste. 4. The Customer Services Strategy and Charter has been approved by Cabinet and is in the process of being implemented.

			SIEC committee has Member oversight and steering of the collaboration programme. Regular updates and briefings to CMLT (6 weekly) and SIEC on the collaboration. Collaboration costs and savings tracked half yearly.					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 Disposal of Thorpe Lodge.							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	**BDC M4**	**Risk**-Capability and capacity does not meet organisational requirements. **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.	Four-year Strategic Plan developed and in place which sets out the ambitions for the Council over the coming years. Delivery Plan for the Council developed and in place which sets out the detailed projects and BAU for the Council in the coming year to 2022. Management/Leadership Training and Development in progress. Regular Budget Monitoring.	4	4	**16**	**Reduce**	1. Scope and develop a talent management programme. 2. Build our own talent - Develop projects to consider our use and opportunities of apprenticeships, internships, career placement, graduates etc. 3. Succession planning to ensure capacity is maintained. 4. Implement successful recruitment campaigns particularly in service areas where there are specific needs for skills which are hard to recruit to or shortage of resource available (e.g. nationally). Agile Working Policy enables a broader approach to recruitment. 5. Amendments to programme and project management processes to improve how we manage our capacity to deliver. 6. Additional	**1 - 4 Chief of Staff** **5 - 6 Director of Resources** **7 - 8 Chief of Staff**	1. April 2022 - March 2023 2. March 2021 - completed strategy, ongoing placements are now BAU 3. April 2022 - March 2023 4. New recruitment approach now in place and being actively progresses as part of BAU - complete. 5. Amend approach during Q1/2 22/23 6. From Aug 22. 7. June 2022 onwards - now part of BAU and the way we work - complete 8. Data submission and access available from August 2022 - data now to be analysed and reviewed for further action.	4	4	**16**	**No**	**Risk score increased from 12 to 16** **There are current market pressures and the retention and recruitment risk that this is bringing. Some areas of the organisation with high qualification/experience requirements feeling this increased difficulty in recruitment/retention. Grow our own and apprenticeship/Career Grade strategy unlikely to bear significant fruit until at least 2023/24.** 1. The work has commenced, with ongoing work throughout the financial year to build the position for the organisation & take appropriate action 2. Successful apprenticeship recruitment drive held, with apprenticeship levy target now being met. 3. Initial discussions have been held with Assistant Directors to look at succession planning and potential knowledge gaps - management & leadership training programme will have a positive impact on knowledge in relation to people. Demographic review being undertaken for the workforce 4. Further work required on recruitment approach with recruiting managers and in particular the hard to recruit to posts 5. New resource had been recruited to (Project Management Officer Lead) to take forward the project and programme office approach. 6. This is ongoing 7. Policy now in place and cultural shift underway

								financial monitoring of key projects. 7. Delivery of agile working approach and cultural shift to better attract and retain talent. 8. Local authority benchmarking across the region and wider to ensure pay and benefits on a role specific basis remain comparable and competitive.							8. Early data available, this now needs to be reviewed and action take as necessary
Growing the Economy	**BDC GE1**	**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. **Consequence** - Detrimental impact on local businesses and residents, including unmanageable demands on council services.	Two councils staffing resources provide resilience. Regular horizon scanning and professional networking. Recruitment to apprenticeships within regulatory services to provide additional support. Regular response to consultations to ensure we play an active influencing role in changing regulatory policies.	4	3	**12**	**Reduce**	1. Collaborate locally and nationally to ensure a collective response and optimised sharing of burdens is available in the event that sudden re-training or changes in resource deployment become necessary. Understand One Team demographic and succession plan accordingly i.e., invest in skills development in area which has an aging workforce (long term). Offer skills development for mid careers movers (short/med term). Apply Hybrid Working Policy to positively attract Talent from any region to asset with skills shortages (short term). 2. Optimise development of environmental health, planning, surveyor apprentices to help secure future workforce. 3. Identify scope for market supplements to enhance ability to	**Assistant Director Regulatory**	1. Ongoing - short/med/long term solutions 2. Ongoing over five-year minimum qualifying period, 21/22 to 26/27. 3. Raised currently for CMLT consideration. 4.Service reviews due to be reported with recommendations in Q2 2023-24 5. Ongoing	3	3	**9**	**Yes**	**No change to risk score** 1. Continue to explore options for collaboration with Norfolk Environmental Health Leads / Heads of Regulatory Services and newly formed national Association of Chief Environmental Health Officers to build collective responses and sharing of common burdens 2. 2 x Graduate environmental health apprentices recruited and commenced formal training in 21-22 and two more in 22-23, ongoing development of training programme. Post graduate planners recruited, survey recruitment planned for September 2022 (next intake) 3. Shortage of professional applicants to vacancies continues to cause concern and the potential value of market supplements is being explored. 4. Service reviews due to be reported with recommendations in Q2 2023-24

								attract professional recruits, and to help retain existing staff. (Equally applies to Regulatory and Planning professionals). 4. Temporary contractor support secured, and service reviews underway for Licensing and Food & Safety regulation. 5. Temporary additional resources secured over short term (22/23) for Community Protection to help meet exceptional demand.							
Moving with the times, working smartly and collaboratively	**BDC M5**	**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. **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.	Geo-blocking of traffic originating from black-listed countries. Timely application of security updates to all software and firmware Ensuring Anti-Virus software updated and functioning Monitoring of adherence to security policy ensuring there are no exceptions	3	5	**15**	**Reduce**	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-	**Director of Resources**	**Ongoing**	3	5	**15**	**No**	**No change to risk score** 1. Draft cyber maturity assessment report received and reviewed by the ICT and Digital Manager - awaiting final draft expected 21/10/22 2. On receipt of final report Internal Audit findings and Cyber Maturity Assessment report findings will be combined into one action plan and built into BAU delivery

								security risks through the completion of SkillsGate							
Protecting and improving our natural and built environment, whilst maximising quality of life	**BDC P1**	**Risk** – Nutrients Neutrality advice impacts all planning decisions for overnight accommodations. **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.	Working with NE and key stakeholders to understands 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 briefing for members 4. Regular engagement with applicants 5. Regular monitoring of position	**Director of Place**	1. Ongoing, via PAS and other organisations 2. Short-term mitigation of impact on planning - ongoing, long term mitigation strategy 9-12 months 3. Ongoing 4. Ongoing 5. Ongoing	5	4	**20**	**No**	**No change to risk score** 1. Ongoing. We continue to meet with local MPs to raise these points and a meeting is arranged for 31 October 2. Consultants appointed to develop a long-term mitigation strategy. Weekly meetings with Anglian Water and WRE continue to progress short term mitigation options and work up proposals for a Joint Venture. 3. Portfolio Holders and Leaders are regularly updated at scheduled fortnightly/weekly catch ups 4. Regular contact and update meetings with strategic site promoters. Updates given at Agents and developers forum in September 5. Ongoing
Supporting individuals and empowering communities/Growing the Economy	**BDC SI2**	**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. **Consequence-** Besides reputational risk to the Councils and the extra pressure on already strained temporary accommodation services, there is potential for Ukrainians to be abused intentionally or unintentionally by host families and suffer further displacement and loss.	Housing suitability and welfare visits are being undertaken prior to the Ukrainian family arriving to ensure suitability to prevent these breakdowns. Temporary accommodation options are being investigated and agreed for emergency accommodation in the event of placement breakdown and lack of contact with Home Office prior to Visas being granted. Email address provided to send placement failures to alert the Home Office to lack of suitable placement. A list of visiting officers is being compiled with the intention of getting priority fuel for those officers undertaking visits to ensure they	4	5	**20**	**Reduce**	1. Regular updates, actions and discussion at Internal Steering Group, Bronze Group and wider County groups to ensure the most affective joined-up approach is being taken. 2. Keep track of updates and information from the Home Office. 3. Additional staffing and temporary accommodation resources put in place, with the money made available by Govt, to manage additional demand on the housing, benefits and housing standards and communities' teams	**Assistant Director of Individuals and Communities**	1. Ongoing 2. Ongoing 3. In place	3	5	**15**	**No**	**No change to risk score** 1-3 Actual arrivals and projected arrivals in Broadland as with Norfolk, under the Homes for Ukraine scheme have stabilised. Placement breakdowns are occurring but so far are contained within existing additional resources and therefore are a managed risk. Government plans around wider asylum dispersal may provide further risk to strain on council resources, and this is being kept under careful review.

			can be carried out. Requested MPs assistance with pushing for information from the Home Office. Keeping up to date with Home Office information and guidance.													
Supporting individuals and empowering communities	**BDC SI3**	**<New risk for Q1-Q2 22/23>** **Risk -** There is insufficient private and social housing stock to meet the demand on the Council, and temporary accommodation **Consequence -** Unable to provide a housing throughput which results in blockages to temporary accommodation. This will result in increased costs and poorer outcomes for vulnerable residents. This will also have an impact on our partners and the wider system such as care leaver and the system will rapidly become silted up.	Well managed allocation policy, and clear banding guidelines. Online form to allow early access to support, including linking to help hub infrastructure. Current team resources in place and funded. Housing enablement partnership in place to consider options to increase additional stock.	4	5	**20**	**Reduce**	1. Maintain current staff resource levels, which is being worked through in customer journey report. ~~2. Addtional funding to provide temporary accommodation to ensure adequate emergency options are available to residents.~~ ~~3. TA review looking at future housing options including buying more property which will offset longer term costs.~~ 4. More strategic approach to future housing strategy and delivery, including being confidence to explore new and different options. 5. Manage housing register more closely to reflect reality and demand alongside support.	**Assistant Director of Individuals and Families**	1. Staff resource in place by April 2023. ~~2. In place from Oct 2022~~ (completed) ~~3. Report due Nov/Dec 22~~(completed) 4. Ongoing 5. Ongoing.	3	5	**15**	**No**	**New risk** Report agreed in December, scope and project board will be set up in Q4 to progress action plan
Protecting and improving our natural and built environment, whilst maximising quality of life / Growing the Economy	**BDC P2**	**<New risk for Q2 22/23>** **Risk-** The inability to find Gypsy and Traveller sites to meet the need and enable the Greater Norwich Local Plan to be found sound **Consequence-** The	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**	1. Ongoing	3	5	**15**	**No**	**New risk** 1.A meeting has taken place to update the Members on the current situation. We are still awaiting confirmation from the Planning Inspectorate on how the sites will be considered through Main Modifications, and the impact this will have on the timetable for adoption of the plan.

		local plan will not be found sound which leaves the Council without an adopted local plan and open to speculative development													
Supporting individuals and empowering communities	**BDC SI4**	**<New risk for Q2 22/23>** **Risk** - As a consequence of the cost of living crisis, there may be a significantly increased demand for council services **Consequence** - This could lead to service areas becoming overwhelmed meaning the council is unable to support residents in need with both statutory and discretionary support.	Two councils staffing resource provides resilience A programme manager is in post to manage the council's humanitarian and community response to the cost-of-living crisis.	4	5	**20**	**Reduce**	1. We are currently looking at options to maintain supernumerary staffing levels in the housing team utilising external funding, to support possible Ukraine placement breakdowns. 2. An options appraisal on methods to provide for the projected levels of required temporary accommodation sustainably is being conducted. 3. We are proactively targeting and prioritising support for those estimated to be most greatly affected by hardship using council data (the 'LIFT' - Low Income Family Tracker) 4. The council officer team is providing place leadership to partners to ensure complementary and effective collective use of resources in other statutory and voluntary sector agencies.	**Assistant Director Individuals and Families**	1. Q4 2022/23 2. Q4 2022/23 3. Ongoing 4. Ongoing	3	4	**12**	**No**	**New risk** 1.Cost of living working group is developing an action plan to look at how we can support residents and mitigate impact on Council services

De-escalated/closed risks in 22/23

Risk ref	Reason risk was de-escalated/closed	Quarter risk was de-escalated/closed
BDC SI1 Risk -The Council is unable to respond effectively to further waves of the Covid-19 Pandemic.	Risk was de-escalated to People and Communities Directorate Risk Register as it is within our risk appetite.	Quarter 1 22/23
BDC A1 Risk -Our ICT Infrastructure fails due to running old infrastructure at near capacity with intention of increasing the load. Delay in our new Infrastructure project due to global shortage in switches.	Risk was closed due to mitigating actions being implemented.	Quarter 1 22/23