



NORWICH City Council

Committee name: Audit

Committee date: 25/02/2025

Report title: Corporate Risk Register 2023/24 – Quarter 3

Portfolio: Councillor Kendrick, cabinet member for an open and modern council

Report from: Interim Chief Finance Officer (S.151)

Wards: All wards

OPEN PUBLIC ITEM

Purpose

1.1 This report provides an update to the council's corporate risk register based on the position for quarter three (December 2024)

1.2 **Recommendation:**

It is recommended that the audit committee notes the identified risks and the direction of travel.

Policy framework

The council has five corporate priorities, which are:

- An open and modern council
- A prosperous Norwich.
- A fairer Norwich.
- A climate responsive Norwich.
- A future-proof Norwich

Introduction and background

1. Heads of Service and other risk owners were asked to update their directorate and corporate registers to reflect the position at the end of quarter three (December 2024) Directorate level risks continue to be reviewed by the relevant management team and are escalated to the Corporate Risk Register, for consideration by the Executive Leadership Team (ELT) where the residual risk exposure supports that action.
2. The Corporate Risk Register is shown at Appendix A with a report included on the exempt agenda detailing a further five risks. The position at the end of quarter 2 (up to 30 September) was reported to Cabinet in November. The quarter 3 position was reported to Cabinet at their meeting on 5th February 2025.
3. The environment in which the council operates remains relatively high risk as the financial environment is challenging both in terms of the economic and the funding position. Financial planning and the budget setting process for the 2025/26 budget is in progress. On the horizon, the Government has announced more fundamental reform of local government financing with effect from 2026 – 2027. The reform could include multi-year financial settlements, which will aid longer term financial planning, as well as a review of fundamentals that will potentially equate to what has previously been referred to as the Fair Funding Review. Details are yet to be confirmed but this could also potentially include changes to Council Tax, Business Rates and local government grant funding.
4. UK Inflation has fallen from double digit levels and the latest CPI figures announced in January for the year to December 2024 showed an unexpected fall in inflation from 2.6% to 2.5%. The surprise fall in inflation was the first for three months, but overall prices continue to rise faster than the Bank of England's 2% target. Financial markets are still forecasting, a cut in the Bank of England interest base rate in the first quarter of 2025. Interest rates currently stand at 4.75%. Although currently there is better news on inflation figures and potential interest rate cuts to come, overall the UK economy is performing worse than expected and there is pressure on government finances as the UK borrows more than expected and borrowing costs increase.
5. The relevant service leads have identified that progress is being made with corporate risks 3, 6, 18 and 31. The council continues to keep a watching brief on all key risk areas.

Consultation

6. There has been no specific consultation on these proposals.

Implications

Financial and resources

7. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan and budget.
8. There are no proposals in this report that would reduce or increase resources.

Legal

9. Identification and consideration of its corporate risks is an important governance function to ensure that appropriate action is being taken to ensure the Council takes lawful decisions and mitigates exposure to risk. The audit committee exercises oversight and collectively this is designed to ensure that the council understands and is in a position to respond to risks as they arise.

Statutory considerations

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	N/A
Health, Social and Economic Impact	N/A
Crime and Disorder	N/A
Children and Adults Safeguarding	N/A
Environmental Impact	N/A

Risk management

Risk	Consequence	Controls required
The council is exposed to risks which need to be identified recorded and managed appropriately	Not managing risks appropriately exposes the council to a range of potential negative outcomes ranging from financial loss to impacts on its reputation.	The risk register provides a focus to consider risk management and in particular mitigations. Other broader mitigations such as insurances also support the council's management of risk.

Other options considered

10. As the report is primarily for information no other options have been included.

Reasons for the decision/recommendation

11. It is important for the committee to understand the risks that the council is exposed to and the mitigations in place to minimise those risks to acceptable levels.

Background papers: None

Appendices:

Appendix A Summary risk register
Appendix B Risk mitigations

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Appendix A

Risk (inc reference)	Q2 2024/25		Q3 2024/25		Current direction	Last Review Date
	Residual risk score	Target risk score	Residual risk score	Target risk score		
CORP01 Council Funding Medium - Long Term	12	8	12	8	Static	9-Jan-25
CORP03 Health & safety in the workplace	12	8	9	8	Improving	24-Dec-24
CORP06 Failure to respond to a critical, business continuity or emergency planning event	12	6	9	6	Improving	24-Dec-24
CORP07 Cyber security	15	15	15	15	Static	17-Dec-24
CORP09 Failure to fulfil statutory or legislative responsibilities - safeguarding	15	12	15	12	Static	9-Jan-25
CORP12 Contract management - governance	6	4	6	4	Static	9-Jan-25
CORP17 Failure to deliver acceptable levels of performance in regulatory services	12	8	12	8	Static	24-Dec-24
CORP18 Failure to address Natural England advice on Nutrient Neutrality (NN)	20	10	15	10	Improving	24-Dec-24
CORP20 Cost of living (COL) crisis has a negative impact on the city and the council	16	12	16	12	Static	20-Dec-24
CORP21 Climate Change risk to Council and its residents	20	15	20	15	Static	20-Dec-24
CORP23 Impact of economic downturn on key council suppliers	12	8	12	8	Static	9-Jan-25
CORP24 Temporary and Supported Accommodation - Reducing the Housing Benefit Subsidy gap	15	12	15	12	Static	9-Jan-25
CORP29 Contact centre staff risk	16	9	16	9	Static	23-Dec-24
CORP31 Recruitment	16	9	12	9	Improving	10-Jan-25

Current risk description

Continued reductions in the Council's sources of funding over the medium term

Date raised 01/06/2020

Last review date 09/01/2025

Residual Risk			
	Impact	Likelihood	Score
23/24 Q4	4	3	12
24/25 Q1	4	3	12
24/25 Q2	4	3	12
24/25 Q3	4	3	12
24/25 Q4			0

Target Risk		
Impact	Likelihood	Score
4	2	8
4	2	8
4	2	8
4	2	8
		0

Primary Corporate Priority

An open and modern council

A future-proof Norwich

Risk owner

Exec Dir - Resources

Service area

Finance, Audit & Risk

Background to this risk

Following a period of austerity in excess of a decade, economic conditions are now increasing demand and costs and the level of government funding is uncertain

Current risk direction

Static



Progress

ON TRACK

Publication Exempt?

N

Triggers

Council fails to identify and plan for enough savings over the medium term

Non-delivery of identified savings

New national funding arrangements reduce government funding (Fairer Funding, Business Rates)

Economic uncertainty increase volatility on business rates and council tax

Risk of inflation on costs and pension deficit increases

Lack of capital resources to fund the council's asset base – implications

National finances deteriorate adding to saving pressures to be met from government

Main impacts

Council's financial position goes into deficit, reducing confidence in financial strength and governance

Unplanned use of reserves reducing capacity and flexibility and compromising stability

Section 114 notice

Government intervention

Failure to deliver Council Plan

Adverse comments by poorer perception of Council by stakeholders

Overspends arising from activity not in service plans

Control / mitigation (action required)	Control update frequency	Control status (RAG)	Date of next update	Update on progress of control / mitigation	Control / Mitigation Owner
Financial performance and all budget proposals are monitored on a monthly basis; management action agreed by CLT in response to projected position	MONTHLY	G	Mar-25	Budget monitoring position reviewed by ELT with management action implemented to correct variances	Exec Dir - Resources
A wide-ranging asset review taking into account operational need, investment properties and disposals has commenced. Changes to the treasury, borrowing and Minimum Revenue Provision regulations will need to be considered	QUARTERLY	G	Mar-25	This relates to CORP26 which provides further detail. Cabinet on 6 March 2024 approved a revised asset management framework action plan which sets out actions over the next 5 years to manage investment assets. Progress is being monitored by the new Asset & Development Board.	HoS - Property & Economic Development
Recruitment panel implemented to review all requests for new posts and extensions	MONTHLY	G	Ongoing	Panel met fortnightly. Panel ceased January 2023. Action closed by CEO	HoS - HR & Organisational Development
MTFS approved by Council	ANNUALLY	G	Feb-25	New corporate plan approved by council, business planning process to inform future budget and MTFS approach during 2024.	HoS - Finance, Audit and Risk
Analysis of provisional LGFS and Autumn budget papers	QUARTERLY	G	Mar-25	Balanced budget and MTFS agreed in Feb. 2023. Significant uncertainty exists from April 2024 as it coincides with a possible general election. 2024/25 budget proposals indicate balanced position. 2025/25 budget position currently being worked on.	HoS - Finance, Audit & Risk

Current risk description	
Poor H&S management leads to risks to our employees, general public, buildings and spaces.	

Date raised	01/05/2020
Last review date	24/12/2024

Residual Risk			
	Impact	Likelihood	Score
23/24 Q4	4	3	12
24/25 Q1	4	3	12
24/25 Q2	4	3	12
24/25 Q3	3	3	9
24/25 Q4			0

Target Risk		
Impact	Likelihood	Score
4	2	8
4	2	8
4	2	8
4	2	8
		0

Primary Corporate Priority
An open and modern council

Risk owner
Exec Dir - Resources
Service area
Multiple Service Areas

Current risk direction	
Improving	

Progress	Publication Exempt?
ON TRACK	N

Background to this risk
The Council has a statutory duty to protect the H+S of its employees and the public in the discharge of its function. Poor H+S practice poses a considerable reputation and financial risk and can also increase risks to the staff and public (note risks in relation to Council buildings are covered separately in the risk registered)

Triggers
A health & safety breach occurs in respect of an employee, contractor or member of the public

Main impacts
Serious injury or death to the person/people involved in the breach
Significant cost to the Council
HSE or other regulator investigation and potentially serious outcomes, e.g. corporate manslaughter
Reputational damage

Control / mitigation (action required)	Control update frequency	Control status (RAG)	Date of next update	Update on progress of control / mitigation	Control / Mitigation Owner
Implementation of H&S Compliance Check Recommendations	QUARTERLY	G	Mar-25	Action plan being progressed and reported to H&S Board regularly. Snr mgt training completed in 2024 and training for 2025 being considered. IOSH training for managers being rolled out successfully. Sharepoint site live. RAs being completed. Second permanent post recruited to and focusing on policy standards and procedures. Only 8 outstanding actions from the action plan with others showing good progress. Internal audit advised good progress against action plan and assurance provided on progress.	HoS - Planning & Regulatory Services
Safety Six identified at ELT/SLT training in October 2024. Lead officers identified and separate H&S risk register established: https://norwichcc.sharepoint.com/:f:/s/Internal-FinanceAuditandRisk-RiskRegisters/EpeVvjplhf1MrsmBl-LQqgABNdBHny1kUsPkjwfgYULsQw?e=Zofhq1	QUARTERLY	G	Mar-25	Leads for Safety Six to complete risk register by February H&S Board	HoS - Planning & Regulatory Services

Failure to respond to a critical, business continuity or emergency planning event

Current risk description

Ability for services to get back up and running in the event of an emergency situation

Date raised 01/04/2020

Last review date 24/12/2024

Residual Risk				
	Impact	Likelihood	Score	
23/24	Q4	4	3	12
24/25	Q1	4	3	12
24/25	Q2	4	3	12
24/25	Q3	3	3	9
24/25	Q4			0

Target Risk		
Impact	Likelihood	Score
2	3	6
2	3	6
2	3	6
2	3	6
		0

Primary Corporate Priority

A future-proof Norwich

An open and modern council

Risk owner

Chief Executive

Service area

Planning & Regulatory Services

Background to this risk

Norwich City Council is a member of Norfolk Resilience Forum and has a statutory duty to respond in the event of civil emergency

Current risk direction

Improving



Progress

SLIPPED

Publication Exempt?

N

Triggers

Occurrence of a significant event:

Insufficient staff representation across strategic, tactical and operational levels to ensure

Main impacts

Loss of service delivery across the Council

Control / mitigation (action required)	Control update frequency	Control status (RAG)	Date of next update	Update on progress of control / mitigation	Control / Mitigation Owner
Review of all Emergency planning documentation and Business Continuity Planning to be undertaken by new Emergency Planning manager and action plan for improvement drawn up.	QUARTERLY	G	Mar-25	Corporate BC Plan National Power Outage Options Paper and Resilience Gap Analysis Paper reported to ELT for sign off 26/11/2024. Resilience Gap Analysis Paper discussed at ELT on 07/01/2025. Lead officer identified for 'gaps' and timescales for completion identified. This will be added to the Assurance Board agenda for discussion and monitoring of progress.	HoS - Planning & Regulatory Services
Exercising programme to be drawn up to include cyber security.	QUARTERLY	A	Mar-25	To be drafted once Corporate BCP adopted.	HoS - Planning & Regulatory Services

Current risk description
Cyber risk is the likelihood of suffering negative disruptions to sensitive data, finances, or council operations. Common cyber risks are ransomware, phishing,

Date raised	01/06/2020
Last review date	04/02/2025

Residual Risk				Target Risk			
	Impact	Likelihood	Score	Impact	Likelihood	Score	
23/24 Q4	5	3	15	5	3	15	
24/25 Q1	5	3	15	5	3	15	
24/25 Q2	5	3	15	5	3	15	
24/25 Q3	5	3	15	5	3	15	
24/25 Q4			0			0	

Primary Corporate Priority
A future-proof Norwich
An open and modern council

Risk owner
Exec Dir - Resources
Service area
Customers, IT & Digital

Background to this risk
With the rise in cyber attacks on the public sector and the substantial fallout from successful attacks (loss of services for months, ICO penalties, reputational damage, loss of residents information) this risk has been raised to become visible on the corporate register

Current risk direction	Progress	Publication Exempt?
Static 	ON TRACK	N

Triggers
Email containing ransomware
A website delivers malware or redirects to an infected website
A weakness (vulnerability) in the IT environment is exploited by an attacker e.g. user credentials
The supply chain service connecting to the council is poorly managed/configured and becomes
A disgruntled employee
Lack of staff awareness and training in relation to cyber security
Physical access gained to the network switches, devices (USB / bluetooth)
Failure to address the recommendations of IT Health assessments in a timely fashion
Procurement of a hosted solution that doesn't protect the council's information or systems or

Main impacts
The cyber attack on a local authority in NE of England is estimated to have cost £10m
Customer services severely disrupted
Loss of IT systems (such as web services, email, payments, public access, corporate information etc) for several days, weeks, months or for ever
Non-compliance with Payment Card Industry (PCI) standards which results in financial fines
Political & reputational risk
ICO fines
Financial impact of prolonged IT shutdown
Non-compliance with Public Sector Network (PSN) which results in possible loss of DWP information affecting the Benefits Service
Staff morale
May lead to loss of data, corruption of data, loss of service, ICO fines, reputational risk

Control / mitigation (action required)	Control update frequency	Control status (RAG)	Date of next update	Update on progress of control / mitigation	Control / Mitigation Owner
Address the vulnerabilities identified from the IT Health Assessment	QUARTERLY	G	Ongoing	On-going activity	HoS - Customers, IT & Digital
Monitor the security products to ensure they are fit for purpose	ANNUALLY	G	Ongoing	On-going activity	HoS - Customers, IT & Digital
Technical solutions have been deployed. Firewalls, Web Application Firewall, Web Proxy Filter, Email Gateway, Anti-virus/malware/endpoint etc., Ransomware aware software	ANNUALLY	G	Ongoing	On-going activity	HoS - Customers, IT & Digital
Address the new vulnerabilities identified from new IT Health Assessment	ANNUALLY	G	Ongoing	To follow above	HoS - Customers, IT & Digital
Membership of NCSC, CISP, Cyber Sharing platforms & tools deployed	ANNUALLY	G	Ongoing	Ongoing attendance for early warnings	HoS - Customers, IT & Digital
Staff awareness and training	ANNUALLY	G	Ongoing	Mandatory training has been supplied. Ongoing awareness campaigns periodically	HoS - Customers, IT & Digital
Ensure before procurements are made for hosted solutions that suppliers provide suitable responses to the NCSC 14 Cloud Principles.	ANNUALLY	G	Ongoing	NCSC Cloud Principle responses obtained at the earliest point of tenders.	HoS - Customers, IT & Digital

Failure to fulfil statutory or legislative responsibilities - safeguarding

Current risk description	
Norwich City Council has a duty to promote the welfare of and to safeguard all children and vulnerable adults from harm	


Date raised	01/04/2020
Last review date	09/01/2025

Residual Risk			
	Impact	Likelihood	Score
23/24 Q4	5	3	15
24/25 Q1	5	3	15
24/25 Q2	5	3	15
24/25 Q3	5	3	15
24/25 Q4			0

Target Risk		
Impact	Likelihood	Score
4	3	12
4	3	12
4	3	12
4	3	12
		0

Primary Corporate Priority
A fairer Norwich
An open and modern council

Risk owner
Exec Dir - Communities & Housing
Service area
Housing & Community Safety

Current risk direction	
Static	

Progress	Publication Exempt?
ON TRACK	N

Background to this risk
Norwich City Council considers that all children and adults, whatever their age, culture, gender, origin, sexual orientation, skills, ability and beliefs have the right to protection from abuse. We have a duty to promote the welfare of all and safeguard them from harm as far as reasonably possible. It is the council's responsibility to do this by raising awareness to all employees and providing training to relevant officers across the organisation and council members on safeguarding children and vulnerable adults so they understand their safeguarding responsibilities

Triggers
Lack of understanding the statutory and legislative responsibilities
Lack of awareness of legislative changes and new legislation
Failure to implement statutory duties and responsibilities
Lack of required skills knowledge and experience of key officers tasked to fulfil statutory or
Insufficient organisational capacity
Ineffective procedures and processes
Lack of clarity of roles and ownership of legislative responsibilities (H&S, safeguarding, equality
Delegation of responsibilities where services are with a contractor

Main impacts
Financial costs in compensation & fines
Intervention if complete failure
Acting illegally
Harm, abuse, accident or death linked to failure of the council to act within safeguarding arrangements
Wrong decision being made
Negative impact on the council's reputation
Being held to account by overseeing organisations (eg children safeguarding) maybe included in reputation

Control / mitigation (action required)	Control update frequency	Control status (RAG)	Date of next update	Update on progress of control / mitigation	Control / Mitigation Owner
Safeguarding audit completed Sept 2024 with recommendations	ANNUALLY	A	Ongoing	Safeguarding policy has been reviewed and published on council website. Audit also recommends further reporting & control to ensure mandatory safeguarding training completion. HR dashboard reports developed. DBS issue from last audit remains outstanding but was not subject of this year's audit.	HoS - HR and Organisational Development

Current risk description

Ineffective management of contracts leads to poor service delivery

Date raised 01/08/2020

Last review date 09/01/2025

Residual Risk				Target Risk		
	Impact	Likelihood	Score	Impact	Likelihood	Score
23/24 Q4	3	2	6	2	2	4
24/25 Q1	3	2	6	2	2	4
24/25 Q2	3	2	6	2	2	4
24/25 Q3	3	2	6	2	2	4
24/25 Q4			0			0

Primary Corporate Priority

An open and modern council

Risk owner

Director of Finance

Service area

Finance, Audit & Risk

Background to this risk

This risk grew in prominence during 2021 following the identification of concerns relating to the management of specific contracts. Additional mitigating actions have been undertaken to reduce the risk scoring, with further actions identified. Following the outcomes of the Local Partnerships governance work and a recent internal audit report we are reducing the likelihood of this risk.

Current risk direction

Static



Progress

ON TRACK

Publication Exempt?

N

Triggers

Resourcing of contract management and training inadequate
 Clarity of service area accountability & roles and responsibilities poor
 Contract managers not fully aware of the risks to service delivery in their contracts
 Inadequate SLA / KPIs / MI identified in tender / contracts documents with lack of escalation of

Main impacts

Third party relationships and contracts not managed appropriately causing:
 - contract value not realised / obligations not carried out
 - poor performance
 - financial loss / poor value for money

Control / mitigation (action required)	Control update frequency	Control status (RAG)	Date of next update	Update on progress of control / mitigation	Control / Mitigation Owner
Implement outcomes of local partnerships report	QUARTERLY	G	Mar-25	<p>The final report has been produced and an action plan agreed by the shareholder panel. Further engagement with local partnerships June 24 facilitating a business process mapping of procurement and contract management within the council with a view of a "fit for purpose" consistent approach whilst respecting the different the service requirements and referencing the emerging new procurement regulations.</p> <p>These workflows/documents, which were outputs from BPM workshops are being refreshed in line with the new procurement legislation. Key documents such as Procurement Procedure Rules are being redrafted (go live 28/2/25) The Contract Management Framework also (go live 31/3/25)</p>	Director of Finance

Failure to deliver acceptable levels of performance in regulatory services

Current risk description	
Failure to provide statutory services to an adequate standard resulting in harm to residents/visitors and businesses in Norwich	

Date raised	26/01/2022
Last review date	24/12/2024

Residual Risk			
	Impact	Likelihood	Score
23/24 Q4	4	3	12
24/25 Q1	4	3	12
24/25 Q2	4	3	12
24/25 Q3	4	3	12
24/25 Q4			0

Target Risk		
Impact	Likelihood	Score
4	2	8
4	2	8
4	2	8
4	2	8
		0

Primary Corporate Priority
A prosperous Norwich
An open and modern council

Risk owner
Exec Dir - Development & City Services
Service area
Planning & Regulatory Services

Background to this risk
There are a number of backlogs and outdated processes in regulatory services that are in need of addressing. Following a peer review the head of service is working to deliver an improvement plan

Current risk direction
Static 

Progress	Publication Exempt?
ON TRACK	N

Triggers
Large backlogs of applications needing to be addressed
Failure to avert avoidable harm to public
Increased challenge/complaint re: decisions made
Failure to comply with Private Hire vehicle compliance standards

Main impacts
Reputational harm - restricted ability to charge
Reputational harm - potential legal risks
Failure to maximise income

Control / mitigation (action required)	Control update frequency	Control status (RAG)	Date of next update	Update on progress of control / mitigation	Control / Mitigation Owner
Backlogs being monitored for improvement	QUARTERLY	A	Mar-25	<p>FOOD: The team has achieved the Food Standards Agency (FSA) targets set out in the Covid Recovery Plan. There are some remaining overdue inspections but these are of low risk premises only (ratings D/E). Overdue inspections in Norwich are consistent with the National picture. The FSA review of the current inspection model is underway, Norwich will be offering to pilot some of the changes before its introduction in 2025.</p> <p>LICENSING: Still a paper based system. Premises licences applications steady and circa 125 licence applications being issued each month. LEO roles (job share) recruited to and enforcement work has picked up, but 1 officer just resigned. VMP being put through for replacement officer. Reg Services Manager working up manual service metrics Significant court cases taking up time of Team Leader Policies reviewed and for cabinet adoption or consultation include SEV/caravan licensing/Taxi driver standards</p> <p>HMO LICENSING: See separate risk</p> <p>PSH ENFORCEMENT Cleanse of cases on-going - 1960 processes. A monitoring spreadsheet of performance metrics for end cases has been established and will be updated on a monthly basis moving forward. Total processes in team are as follows: 537 cases presented for investigation 67 live enforcement cases 0 cases closed in Jan 2025 Audit found limited assurance and made 5 important recommendations, including cleanse of cases. Budget growth bid for additional resource submitted.</p>	HoS - Planning & Regulatory Services

Failure to address Natural England advice on Nutrient Neutrality (NN)

Current risk description

The determination of planning applications continues to be held up with resulting negative impacts on economy of Norwich and housing delivery.

Date raised 13/06/2022

Last review date 24/12/2024

Residual Risk				Target Risk			
	Impact	Likelihood	Score	Impact	Likelihood	Score	
23/24	Q4	5	5	25	2	5	10
24/25	Q1	5	5	25	2	5	10
24/25	Q2	4	5	20	2	5	10
24/25	Q3	3	5	15	2	5	10
24/25	Q4			0			0

Primary Corporate Priority

A fairer Norwich

Risk owner

Exec Dir - Development & City Services

Service area

Planning & Regulatory Services

Background to this risk

Natural England introduced new guidance in March 2022 which requires most development in Norwich to be able to demonstrate it is nutrient neutral in order for planning approval to be issued. The result of this has been the inability of the Council to grant and new planning permissions for homes and other forms of overnight accommodation since this date.

Current risk direction

Improving



Progress

ON TRACK

Publication Exempt?

N

Triggers

Sustained period when planning decisions cannot be issued due to lack of identified mitigation
 Large backlogs of applications needing to be determined once mitigation strategy identified
 Loss of staff due to uncertainty over decision making ability
 Failure to join JV

Main impacts

Impact on deliverability of large strategic schemes: Anglia Square / East Norwich
 Failure to maximise income. Planning income and CIL income now down. Should be recoverable in time.
 Staff morale drops
 Impact on Norwich Regeneration Ltd (NRL) applications and company finances
 Potential impact on Government performance indicators if developers do not agree Extension Of Time (EOT) – special measures
 Failure to deliver housing growth if we don't join the JV as insufficient mitigation headroom in City Council own scheme.

Control / mitigation (action required)	Control update frequency	Control status (RAG)	Date of next update	Update on progress of control / mitigation	Control / Mitigation Owner
Join Joint Venture or await Natural England Scheme.	QUARTERLY	G	Mar-25	Cabinet agreed to seek to join the JV. Officer and Member representative identified. Director Bard of NEC convening for 10/12/24 with Member Board to be set up end Jan 2025 to formally join. It is hoped planning applications can start to be released in new financial year.	HoS - Planning & Regulatory Services
New incoming Government may change legislation or provide alternative route to green.	QUARTERLY	A	Mar-25	New Government have indicated new housebuilding targets and recognise the importance of planning and housing to economic growth. They also recognise the importance of the natural environment and whilst they did not support the proposed amendments in the LIRA before it was enacted, they have muted a proposed change to legislation to allow NN to be conditioned which may in itself require new legislation.	HoS - Planning & Regulatory Services

Cost of living (COL) crisis has a negative impact on the city and the council

Current risk description	
The cost of living crisis: increases financial, social and health inequalities for Norwich residents; reduces the effectiveness of council services as demand	


Date raised	18/07/2022
Last review date	20/12/2024

Residual Risk				
	Impact	Likelihood	Score	
23/24	Q4	4	4	16
24/25	Q1	4	4	16
24/25	Q2	4	4	16
24/25	Q3	4	4	16
24/25	Q4			0

Target Risk		
Impact	Likelihood	Score
3	4	12
3	4	12
3	4	12
3	4	12
		0

Primary Corporate Priority
A fairer Norwich

Risk owner
Exec Dir - Communities & Housing
Service area
Strategy, Engagement & Culture

Current risk direction	
Static	

Progress	Publication Exempt?
ON TRACK	N

Background to this risk
The impact of the cost of living crisis will continue to affect Norwich residents, particularly those already struggling financially. Energy costs are beginning to rise again, the legacy of high inflation and persistent hardship remains ongoing problem.

Triggers
Cost of living including means testing winter fuel allowance
Increasing rents and mortgage
Inflation level
Private rented sector costs

Main impacts
Increased debt, hunger, health problems and homelessness for city residents
Increased demand on services (council and voluntary, community & social enterprise (VCSE) led), leading to reduced effectiveness/speed as teams have to deal with
Reduced income to the council, as people are unable to pay what they owe
Increased dilapidation to council properties where tenants are unable to pay for heating
Increased pressure on council and VCSE staff, including emotional pressures where we cannot provide all the help that people need

Control / mitigation (action required)	Control update frequency	Control status (RAG)	Date of next update	Update on progress of control / mitigation	Control / Mitigation Owner
Cost of Living officer group developing joined-up response to COL crisis - Household support fund providing crisis support	QUARTERLY	A	Mar-25	Household Support Fund 6 has opened will run for 6 months - promoted via internal teams to ensure that eligible residents are referred by officers. Planning work for HSF 7 which will run for 12 months has started. This will include targeted work to support those most in need through HSF. Changes to Client Hardship Service - very limited financial crisis support. Ongoing Comms around debt support will continue as appropriate. COL web page review has now been completed and will be regularly updated. Income and benefit maximisation work continues with targeted campaign for pension credit including an event at Castle Quarter in October. Work on a vulnerability framework has now begun to support residents struggling with debt and other complex needs and to guide officers when supporting these residents. Agreement was approved at Cabinet on 11 December 2024 to formally adopt the socio-economic duty. This means we will formally incorporate poverty and socio-economic disadvantage, alongside the existing nine protected characteristics in the Equality Act 2010, in equality impact assessments, equality plans, and the broader decision-making process and strategies.	HoS - Strategy, Engagement and Culture
Grant-funding for Social Welfare Advice (SWA) service from Financial Inclusion Consortium (FIC). Quarterly FIC meetings with partners to discuss current issues relating to debt, welfare benefits and housing, sharing knowledge and working to maximise income / reduce debt	QUARTERLY	A	Mar-25	Quarterly FIC meetings and Bi-monthly NCAN meetings. New FIC action plan in place for 24/25 to tackle wider issues. Shared FIC and NCC contacts in place for ease of contact to discuss exceptional cases. NCAN referral system refresher training ongoing to increase referrals for residents needing support. Agreement to roll Social Welfare advice funding for another year (2025-26). Plans to attempt engagement between Eastern Landlords Association, FIC and NCC to enable earlier support for PRS tenants. FIC awareness raising sessions planned for 2025	HoS - Strategy, Engagement and Culture

<p>Joined-up approach to debt including non-commercial debt policy, multi-service area debt meetings to review policies and identify opportunities; vulnerability meetings and debt-management flags; specialist money advice team in place; regular reporting on levels of debt; keeping debt collection practices under review.</p>	<p>QUARTERLY</p>	<p>G</p>	<p>Mar-25</p>	<p>Multi service area approach through regular debt meetings, DHP panel, and concerns flagged at other key meetings . All relevant service areas now attending 6 weekly FIC meetings. Ongoing FI work considering longer term solutions to persistent hardship. NCAN referrals and budget and money advice support from internal teams. Finance will be leading a review to align the non-commercial debt policy to the new commercial debt policy and a vulnerability framework is being created to sit alongside these policies. Initial meeting with the financial inclusion lead at Aviva is due in December.</p>	<p>HoS - Strategy, Engagement and Culture</p>
<p>Sustainable Warmth Strategy</p>	<p>QUARTERLY</p>	<p>G</p>	<p>Mar-25</p>	<p>The Council's 'Sustainable Warmth Strategy 2022-2025' was adopted by Cabinet in October 2022, with delivery continuing. Since the adoption of the strategy the council has been delivering a range of measures to make Norwich's least energy efficient households warmer and more affordable to heat, including:</p> <p>The Council continues to provide emergency fuel payments, energy advice, guidance, and signposting to residents, through the Council's own engagement channels.</p> <p>The Council has recently submitted a bid for £21m in funding for the 'Warm Homes: Local Grant', with a view to delivering energy efficiency upgrades and low carbon heating solutions for 1,452 private sector homes in Norwich in IMD (Index of Multiple Deprivation) areas 1-2. This will represent a tangible improvement to the warmth and cost efficiency of Norwich's homes.</p> <p>Additionally, the council is preparing to deliver work under Wave 2.2 of the Social Housing Decarbonisation Fund (SHDF) to 260 council homes, including loft and external wall insulation and solar PV. The council has also submitted a bid for £36m for the latest iteration of this funding, the 'Warm Homes: Social Housing Fund', with a view to delivering upgrades to 2,174 council homes.</p> <p>The 'Green Doctor' service, funded by Cadent and operated by Groundwork East charity, continues to offer free impartial advice and installation of simple energy efficiency measures to support households with issues such as paying energy bills, managing fuel debt, keeping warm, health-related problems associated with living conditions, and referrals to other support services.</p> <p>The Green Doctor service is being well utilised and awareness raising of this service has recently been promoted through a segment on Future Radio.</p> <p>The Council continues to work alongside 'Our Power', a community energy CIC whose local Neighbourhood Energy Champions are available to provide energy efficiency advice, including measures that promote cost savings.</p>	<p>HoS - Strategy, Engagement and Culture</p>
<p>Existing funding streams</p>	<p>QUARTERLY</p>	<p>A</p>	<p>Mar-25</p>	<p>Focus has been on supporting the establishment of social supermarkets as a more sustainable model of tackling food poverty with an element of this being picked up under the Health and Wellbeing Partnership. Funding has been provided through a partnership with Norfolk Community Foundation, and there are now social supermarkets established in Lakenham, Russell Street, Mile Cross and Earham. The Soul Foundation also operate one in Catton Grove and St. Giles Trust on Magdalen Street. Across 23/24, we made 1,856 awards totalling £370k from the Household Support Fund (HSF). This was awarded to households to support with energy/fuel costs, food provision and other essentials. Client Hardship Service (formerly Norfolk Assistance Scheme) continues but some eligibility criteria has changed and the scheme has reverted to its pre-covid means tested model. The Council continues to use the Household Support Fund as the predominant funding stream to tackle the cost of living crisis through direct payments to those in immediate financial need. We are currently in "HSF6" – a funding stream which runs from September through to March. We have currently awarded almost £50k to 274 households in this time, which leaves approximately £84k left until March. We are expecting to receive another lot of funding to cover the 25/26 financial year but are awaiting details from Norfolk County Council. Since we began receiving HSF in 2021, we have awarded more than £1.1m to over 5,800 households in Norwich."</p>	<p>HoS - Strategy, Engagement and Culture</p>

Climate Change risk to Council and its residents

Current risk description	
Climate change means council operational and commercial buildings and social housing stock will not meet health and safety requirements and maintenance	

Date raised	01/06/2022
Last review date	20/12/2024

Residual Risk			
	Impact	Likelihood	Score
23/24 Q4	4	4	16
24/25 Q1	4	4	16
24/25 Q2	4	5	20
24/25 Q3	4	5	20
24/25 Q4			0

Target Risk		
Impact	Likelihood	Score
3	4	12
3	4	12
3	5	15
3	5	15
		0

Primary Corporate Priority
A climate responsive Norwich
A fairer Norwich
A future-proof Norwich

Risk owner
Exec Dir - Communities & Housing
Service area
Strategy, Engagement & Culture

Current risk direction	
Static	

Progress	Publication Exempt?
ON TRACK	N

Background to this risk
The Council will need to spend significant amounts of resources to adapt operational buildings, commercial properties and social housing stock. Equally, many services may need to adapt and/or see significant cost increases. Disadvantaged groups are likely to have an increased exposure to the adverse effects of climate change, largely due to their lower fiscal resilience. The Council will also face associated costs due to health and wellbeing risks supporting vulnerable residents. Biodiversity will be negatively impacted as the climate changes.

Triggers
Extreme hot and cold weather, flooding, sea level rise, high winds and infestation leading to a

Main impacts
Financial impact on vulnerable residents and economic activity of the city - increased costs on already stretched finances due to increased use of energy and water
Financial impact on council housing and temporary accommodation - property repair, decant costs, insurance costs.
Financial impact of commercial properties needing to meet new requirements to maintain lettings
Health - inadequate ventilation (especially in old housing stock) leading to poor physical and mental health or death
Additional costs in tarmac melting, replacement of other council assets damaged by heat, flooding or other environmentally driven conditions.
Land has increased flooding risk, making development more challenging to deliver

Control / mitigation (action required)	Control update frequency	Control status (RAG)	Date of next update	Update on progress of control / mitigation	Control / Mitigation Owner
Policy/strategy - information is becoming increasingly available about the scale and severity of climate impacts in the UK and locally. The Climate Responsive Norwich Programme 2025-2035 document, released to CEEEP and for consultation with an informed audience, includes the requirement to develop an adaptation plan for council operations, social housing and for the city as a whole.	QUARTERLY	G	Mar-25	The council is presently consulting informed stakeholders/partners regarding the content of its <i>Climate Responsive Norwich Programme 2025-2035</i> , including the planned content relating to climate adaptation. The council is also liaising with a delivery partner to produce a <i>Net Zero Pathway for Norwich</i> . Information sources about future weather events, flood risk etc are being monitored. The Environment Agency is updating its flood risk projection maps which should be released in Q4.	Head of Strategy, engagement & culture
Policy/strategy - Develop and implement the new Equality diversity and inclusion (EDI) strategy, ensuring recognition of climate change	QUARTERLY	G	Mar-25	The EDI strategy was agreed at Cabinet in January 2024. An EDI action plan has since been developed, which recognises the need to ensure that the Climate Adaptation Plan for Norwich prevents climate impacts from falling disproportionately on poorer and vulnerable residents.	Head of Strategy, engagement & culture

<p>Policy/strategy - Develop and implement the new affordable warmth strategy, ensuring recognition of inequalities</p>	<p>QUARTERLY</p>	<p>G</p>	<p>Mar-25</p>	<p>The Council's 'Sustainable Warmth Strategy 2022-2025' was adopted by Cabinet in October 2022, with delivery continuing. Since the adoption of the strategy the council has been delivering a range of measures to make Norwich's least energy efficient households warmer and more affordable to heat, including:</p> <p>The Council continues to provide emergency fuel payments, energy advice, guidance, and signposting to residents, through the Council's own engagement channels.</p> <p>The Council has recently submitted a bid for £21m in funding for the 'Warm Homes: Local Grant', with a view to delivering energy efficiency upgrades and low carbon heating solutions for 1,452 private sector homes in Norwich in IMD (Index of Multiple Deprivation) areas 1-2. This will represent a tangible improvement to the warmth and cost efficiency of Norwich's homes and recognises inequalities such as fuel poverty.</p> <p>Additionally, the council is preparing to deliver work under Wave 2.2 of the Social Housing Decarbonisation Fund (SHDF) to 260 council homes, including loft and external wall insulation and solar PV. The council has also submitted a bid for £36m for the latest iteration of this funding, the 'Warm Homes: Social Housing Fund', with a view to delivering upgrades to 2,174 council homes.</p> <p>The 'Green Doctor' service, funded by Cadent and operated by Groundwork East charity, continues to offer free impartial advice and installation of simple energy efficiency measures to support households with issues such as paying energy bills, managing fuel debt, keeping warm, health-related problems associated with living conditions, and referrals to other support services.</p> <p>The Green Doctor service is being well utilised and awareness raising of this service has recently been promoted through a segment on Future Radio.</p> <p>The Council continues to work alongside 'Our Power', a community energy CIC whose local Neighbourhood Energy Champions are available to provide energy efficiency advice, including measures that promote cost savings.</p>	<p>Head of Strategy, engagement & culture</p>
<p>Policy/strategy - Develop and implement the new environmental statement, ensuring recognition of inequalities</p>	<p>QUARTERLY</p>	<p>G</p>	<p>Mar-25</p>	<p>The council's <i>Climate Responsive Norwich Programme 2025-2035</i> has been launched for consultation to an informed stakeholder group, including the Council's CEEEP committee, Norwich Climate Commission and neighbouring local authorities. Feedback from this consultation exercise is expected by February 2025 and will be used to inform the subsequent development of three Climate Action Plans for council operations, the Housing Revenue Account and the city as a whole.</p> <p>Business planning for the Programme has been initiated and is ongoing.</p>	<p>Head of Strategy, engagement & culture</p>
<p>Policy/strategy - Develop and implement the new biodiversity strategy ensuring recognition of inequalities</p>	<p>QUARTERLY</p>	<p>G</p>	<p>Mar-25</p>	<p>The final Biodiversity Strategy and associated Action Plan were adopted by Cabinet in November 2022. Implementation activities are underway, with opportunities and funding being identified.</p> <p>With the implementation of Biodiversity Net Gain (BNG) there will be a significant opportunity to increase access to green space for and within vulnerable communities. The Council's BNG Steering Group is overseeing this work to ensure that maximum beneficial outcomes are achieved.</p> <p>The council's Biodiversity Strategy Officer is leading and coordinating delivery of the Biodiversity Development Plan, mapping existing sites managed for biodiversity alongside identifying and progressing new opportunities. New funding opportunities are being pursued to fund the development of Norwich's nature recovery network. Partnership working is being successfully employed to ensure Norwich's NRN successfully integrates with the Norfolk and Suffolk NRN.</p> <p>The council has submitted an Expression of Interest (EOI) to the Nature Towns & Cities Fund for £775,000 to plan Norwich's urban Nature Recovery Network (uNRN), to enable measurable nature recovery and equitable access. The council will hear whether it has been successful by 31st January 2025.</p>	<p>Head of Strategy, engagement & culture</p>

<p>Policy/strategy - Develop and implement a new retrofitting strategy for council owned assets ensuring recognition of inequalities</p>	<p>QUARTERLY</p>	<p>A</p>	<p>Mar-25</p>	<p>Significant work has already been undertaken to understand the emissions associated with council-owned assets (both housing and non-housing) and to appraise the suitability, effectiveness and cost of different retrofit, energy efficiency, and renewable energy options. Further work is now underway across the council, in collaboration and with integrated action across multiple teams, to develop comprehensive asset management strategies in relation to both housing and non-housing property. Retrofit, energy efficiency, and renewable energy will form a crucial part of these.</p> <p>Retrofit work will be undertaken with a focus not only on reducing emissions, but also on improving living conditions and life outcomes for all.</p> <p>The council's detailed approach to retrofitting is embedded in the new <i>Climate Responsive Norwich Programme</i> and is being developed by the business planning process. An HRA retrofit strategy has been drafted collaboratively between the Environmental Strategy Team and the property services team.</p> <p>Regarding GF activity, a feasibility study is being undertaken for solar PV on all major operational buildings. A significant solar PV installation at Riverside Leisure Centre has recently been approved by planning and is progressing. Retrofit assessments of the council's community centres are being undertaken.</p>	<p>Head of Asset Management</p>
<p>Financial - Grant funding secured to improve the energy efficiency of properties across the city etc Cosy City</p>	<p>QUARTERLY</p>	<p>G</p>	<p>Mar-25</p>	<p>The council has recently submitted bids as follows:</p> <p>Warm Homes: Local Grant - an EOI totalling £21m to be delivered over 3-5 years has been submitted, with a view to delivering energy efficiency upgrades and low carbon heating solutions to 1,452 private sector homes. Some degree of funding is guaranteed and this would be delivered from April 2025 onwards.</p> <p>Warm Homes: Social Housing Fund - a bid for £36m has been submitted with a view to delivering solar PV systems to 2,174 council homes and heat pumps to 234 council dwellings. If this bid is successful, funding will start in April 2025.</p> <p>The council is also progressing works delivered under SHDF Wave 2.2 funding already secured, with 260 council homes to have solar PV and insulation installed.</p>	<p>Head of Strategy, engagement & culture</p>
<p>Awareness/Engagement - consider how we best educate people on how they can plan for climate change throughout the year, in partnership with Norwich Climate Commission</p>	<p>QUARTERLY</p>	<p>G</p>	<p>Mar-25</p>	<p>The Council has drafted a city-wide Climate Action Strategy and Plan and is developing the document with the assistance of the Climate Commission. The Strategy will position the Council as a leader/coordinator of action in the city. The plan will enable effective and coordinated action amongst residents, businesses and other organisations to ensure emissions reductions and adaptation planning.</p> <p>The council has supported a bid by the Tyndall Centre to undertake a climate adaptation study for Norwich as part of a wider consortium - the outcome of this is yet to be determined. The study would actively engage with communities to ensure "place-based" community priorities are factored into climate adaptation planning.</p> <p>The Innovate UK funded Net Zero Committees project is continuing to engage communities across Norfolk, and specifically in Eaton ward for the Norwich component of the project. The project is successfully identifying techniques for engaging residents to accelerate retrofitting in the city.</p> <p>The council is working with Opergy to develop a Net Zero Pathway for Norwich, and further consultation will take place at Norwich Science Festival in February 2025, which will present a further opportunity to educate and engage the public on climate resilience.</p>	<p>Head of Strategy, engagement & culture</p>
<p>Working practices - Cost of living crisis (COLC) group established overseeing existing financial inclusion measures such as Non-commercial debt policy and commissioned social welfare advice service and considering further action - will also consider the impact of climate change events that may impact on people's finances</p>	<p>QUARTERLY</p>	<p>G</p>	<p>Mar-25</p>	<p>Relevant teams are involved in the COLC, EDI officer working groups, and NHWP, and working together with external partners. The EDI policy and strategy will bring additional clarity on requirements as will the ongoing business planning process.</p> <p>An updated programme of environmental briefings is set to take place for council officers in early 2025.</p>	<p>Head of Strategy, engagement & culture</p>

<p>Working practices - Ensuring effective focus and join up across relevant teams working with those who are marginalised by socio economic and environmental issues (specialist support, affordable warmth, food poverty, digital inclusion, financial inclusion etc)</p>	<p>QUARTERLY</p>	<p>G</p>	<p>Mar-25</p>	<p>The ongoing business planning process is supporting service areas to identify actions required to align to the council's environmental commitments as part of the 'A Climate Responsive Norwich' and 'A Fairer Norwich' priorities.</p> <p>The Environmental Strategy Team is working alongside the Digital Inclusion Officer to promote initiatives such as the community energy advice service offered by Our Power.</p> <p>The council is working closely with the 'Green Doctor' service which offers free impartial advice and support to those experiencing fuel poverty.</p> <p>Many relevant teams are already involved in the COLC, EDI officer working groups, and NHWP, and working together with external partners.</p>	<p>Head of Strategy, engagement & culture</p>
<p>Working practices - Work with Norwich Climate Commission to address climate justice issues</p>	<p>QUARTERLY</p>	<p>G</p>	<p>Mar-25</p>	<p>The Council is formally consulting Norwich Climate Commission on its <i>Climate Responsive Norwich Programme 2025-2035</i> to ensure that the forthcoming Climate Action Plans will incorporate a fair and just climate transition.</p> <p>The council has recently supported a bid submitted by Asher Minns (Director of Tyndall Centre and Co-Chair of Norwich Climate Commission) to undertake a Climate Adaptation study for Norwich which will focus on local "place-based" responses required and the need to ensure climate justice.</p> <p>Norwich Climate Commission and the council are planning to hold various conference events during 2025 for which climate justice will be an underpinning consideration.</p>	<p>Head of Strategy, engagement & culture</p>
<p>Working practices - Work with health and wellbeing partners to identify measures that can be put in place in cases of climate change events for those most affected, especially by extreme heat and cold weather conditions</p>	<p>QUARTERLY</p>	<p>A</p>	<p>Mar-25</p>	<p>Norwich Health and Wellbeing Partnership strategy - the proposed themes were agreed by the partnership on 27 March 2023. Action groups are in place leading on the three themes: physical and mental health and wellbeing; social and economic wellbeing; and community resilience and voice. Each group is leading work collaboratively with key partners who have knowledge and expertise around the target population and have conducted asset mapping to identify unmet need. Feedback from these groups on identified gaps have been taken to the partnership and funding agreed. By aligning this health and wellbeing work to the City Vision, the Council's Corporate Plan, and Environmental and Biodiversity work, we will seek to maximise opportunities to work with those most affected by climate change events.</p> <p>Predicting the citywide impacts of climate change is a workstream of the adaptation and resilience plan which is part of the citywide Climate Action Strategy and Plan for Norwich. The Climate Commission will assist in developing the adaptation and resilience plan which is expected in 2025.</p> <p>The council attended and contributed to a conference organised by the Norwich Society which brought an informed audience together to consider how to adapt the city for climate change. New resources are becoming available which help to predict the environmental and socioeconomic impacts of climate change in Norwich, and work is underway at Norfolk County Council to predict the public health impacts in the city. A priority of these workstreams is ensuring Norwich's most vulnerable communities are protected.</p> <p>The Environmental Strategy Manager will liaise with the Head of Planning and Regulatory Services to discuss existing emergency planning around climate events and how this can be aligned with the forthcoming Adaptation Plan for the city.</p>	<p>Head of Strategy, engagement & culture</p>

Impact of economic downturn on key council suppliers

Current risk description	
The current economic conditions increases the risk of a key supplier to the Council failing, or suppliers experiencing financial difficulties and therefore seeking to	

Date raised	18/10/2022
Last review date	09/01/2025

Residual Risk			
	Impact	Likelihood	Score
23/24 Q4	4	4	16
24/25 Q1	4	3	12
24/25 Q2	4	3	12
24/25 Q3	4	3	12
24/25 Q4			0

Target Risk		
Impact	Likelihood	Score
4	2	8
4	2	8
4	2	8
4	2	8
		0

Primary Corporate Priority
An open and modern council
A future-proof Norwich

Risk owner
Exec Dir - Resources
Service area
Finance, Audit & Risk

Current risk direction	
Static	

Progress	Publication Exempt?
ON TRACK	N

Background to this risk
The economic environment remains challenging for suppliers, although the fall in interest rates and energy prices may have eased the situation in recent months. We have seen suppliers indicating moves that may be suggestive of changing risk profiles such as levels of insurance cover.

Triggers
Supplier failure - key supplier enters administration
Supplier seeks to exit market or amend terms of contract
Supplier experiences problems in their own supply chain delaying delivery of Council projects or

Main impacts
Inadequate or poor service to residents as a result of problems with suppliers leading to dissatisfaction
Pressure on the organisation as a result of needing to focus on finding new suppliers or amending contract terms
Potential increased risks to organisation of suppliers wishing to change risk profile of contracts or look for up-front expenditure

Control / mitigation (action required)	Control update frequency	Control status (RAG)	Date of next update	Update on progress of control / mitigation	Control / Mitigation Owner
Regular checks on key suppliers to identify their financial resilience and potential areas of risk to the Council	QUARTERLY	G	Mar-25	Finance checks are undertaken by procurement team quarterly, on those suppliers with contracts, identified via the Contract Management Framework tiering, as 'Platinum'. If a significant risk is identified this information is passed to the Contract Manager for their action. This process continues to be undertaken on an ongoing basis.	HoS - Finance, Audit and Risk
Specific action taken with services where supplier is identified at risk	QUARTERLY	G	Mar-25	Contract Managers are required to meet with the supplier who have been identified as a significant financial risk, to identify steps to be taken to control/mitigate risk. This process continues to be undertaken on an ongoing basis. The Contract Management Framework is being refreshed and shall ensure compliance monitoring of Contract Managers is captured. (go live 31/3/25)	HoS - Finance, Audit and Risk
Awareness and identification with staff of steps that need to be taken to manage supplier risk	QUARTERLY	G	Mar-25	Procurement team communicate information regarding suppliers at financial risk to key officers, including support services such as accounts payable for example to check for unseal payment requests etc. This process continues to be undertaken on an ongoing basis.	HoS - Finance, Audit and Risk
Contract managers to update business continuity plans with respect the risks of supplier failure	QUARTERLY	G	Mar-24	New Emergency Planning templates include Essential Suppliers. These have been completed by contract managers and the emergency planning manager supplied the collated suppliers list to the procurement team in Sept 24. These suppliers shall be included in the quarterly finance checks. The refresh of the Contract Management Framework shall ensure that the contract tiering includes 'essential suppliers in BCP' as a specific category in the platinum toering.	HoS - Finance, Audit and Risk

Temporary and Supported Accommodation - Reducing the Housing Benefit Subsidy gap
Current risk description

The ability to claim 100% Housing Benefit subsidy is dependant on a number of relevant criteria depending on the type of housing and support provided. The

Date raised 16/05/2023

Last review date 09/01/2025

Residual Risk				Target Risk			
	Impact	Likelihood	Score	Impact	Likelihood	Score	
23/24	Q4	5	3	15	4	3	12
24/25	Q1	5	3	15	4	3	12
24/25	Q2	5	3	15	4	3	12
24/25	Q3	5	3	15	4	3	12
24/25	Q4			0			0

Primary Corporate Priority

An open and modern council

Risk owner

Exec Dir - Communities & Housing

Service area

Multiple Service Areas

Background to this risk

During 2022/23 it became very visible that the gap in Housing Benefit subsidy for temporary and exempt supported accommodation and TA/Private Sector leasing was growing. A Housing provider changed its operating method without informing the Council. This led to a large number of claims having to be amended and also a claw back of overpaid subsidy by the DWP. Housing and Benefits services are now working together on a project to develop a strategy for this type of accommodation, looking to bridge any gap in loss of subsidy by utilising other funding opportunities and working with providers to deliver services where maximum subsidy can be obtained, be it 100% or less. This is a national issue that councils are facing and are raising with central government as a major financial concern. Previous government did signal a review of supported housing and other

Current risk direction

Static


Progress

ON TRACK

Publication Exempt?

N

Triggers

Monthly monitoring of the subsidy claim
New/Existing provision of this type of accommodation
Failure to consider the cost of any HB subsidy shortfall when commissioning provision

Main impacts

Cost- budget
If not budgeted for this currently impacts on the Revs and Bens service budget and the council's general fund.
If not monitored monthly but treated as a risk until the end of the FY, the subsidy gap could be greater than expected
Staff resource to go through every claim
On hold pending new legislation and input into consultation

Control / mitigation (action required)	Control update frequency	Control status (RAG)	Date of next update	Update on progress of control / mitigation	Control / Mitigation Owner
Analysis to understand detail of the subsidy loss. Currently being undertaken. Discussions with housing providers to understand funding models.	QUARTERLY	A	Feb-25	Continuing to monitor quarterly. Conversations underway with housing providers but there is no quick or simple solution. Need to balance the requirement for accommodation in the city, versus the cost of provision. Work still	Director Housing & Community Safety

Current risk description		
Increase in H&S incidents from customers		


Date raised	08/10/2024
Last review date	23/12/2024

Residual Risk			
	Impact	Likelihood	Score
23/24 Q4			0
24/25 Q1	0	0	0
15 new risk 24/25 Q2	4	4	16
24/25 Q3	4	4	16
24/25 Q4			0

Target Risk		
Impact	Likelihood	Score
		0
0	0	0
3	3	9
3	3	9
		0

Primary Corporate Priority
An open and modern council

Risk owner
Exec Dir - Resources
Service area
Customers, IT & Digital

Current risk direction	
Static	

Progress	Publication Exempt?
New Risk	N

Background to this risk
There has been an increase in customers presenting aggressive and threatening behaviour to staff and contract security.

Triggers
Staff receive verbal and threatening abuse
Staff being assaulted / use of weapon
Objects are being thrown towards staff and furniture
Bodily fluids / hazardous substance is thrown at staff

Main impacts
Staff harm / mental and physical
Staff fatality
Damage to furniture/building /equipment
Impact on staff wellbeing
Impact on other customers and visitors

Control / mitigation (action required)	Control update frequency	Control status (RAG)	Date of next update	Update on progress of control / mitigation	Control / Mitigation Owner
Security trained officer in the contact centre	ANNUALLY	G	ongoing	The Customer support /security trained staff have security industry door supervision license/level 2 award door supervisor.	HoS - Customers, IT and Digital
Appointments are pre-booked to enable Flag information check on our CRM	MONTHLY	G	ongoing	This process and procedure is already in place and ensures that staff have checked flag information before private interviews.	HoS - Customers, IT and Digital
Escalation procedures (walk away/call police)	MONTHLY	G	ongoing	The risk assessment includes walk away - we have a flow chart document that is part of the adviser training and it includes procedures for dealing with abuse/incidents etc.	HoS - Customers, IT and Digital
each incident is reviewed and reported using the H&S incident report form	MONTHLY	G	Mar-25	The councils H&S reporting systems ensures that incidents are reported and trends analysed - Flag information can be applied to individual records to provide information to staff.	HoS - Customers, IT and Digital
Staff conflict management training	ANNUALLY	A	Mar-25	Training for key staff is scheduled March. The training is being delivered by maybe and will provide conflict management and personal safety training /skills which will help staff working in the centre.	HoS - Customers, IT and Digital
Panic alarms interview rooms/CCTV /Tested	MONTHLY	A	Mar-25	New alarm system purchased to be tested by CSO monthly - CCTV in home option interview room - screens to be moved to home options team for better monitoring.	HoS - Customers, IT and Digital
Security staff body warn camera	MONTHLY	A	Mar-25	Following pilot - cameras have been ordered for security staff. Should be in place Feb.	HoS - Customers, IT and Digital
Reconfigure the contact centre to meet needs of service (appointments and visitors)	MONTHLY	A	Mar-25	New reception function (furniture on order) and visitor booking system being planned for contact centre -These changes provide physical barrier and records of visitors - comms to be issues to staff re new procedures and process.	HoS - Customers, IT and Digital

Current risk description
Inability to recruit to permanent roles across the Council


Date raised	08/10/2024
Last review date	10/01/2025

Residual Risk			
	Impact	Likelihood	Score
23/24 Q4			0
24/25 Q1			0
5 New Risk 24/25 Q2	4	4	16
24/25 Q3	4	3	12
24/25 Q4			0

Target Risk		
Impact	Likelihood	Score
		0
3	3	9
3	3	9
		0

Primary Corporate Priority
An open and modern council

Risk owner
Exec Dir - Resources
Service area
Multiple Service Areas

Current risk direction	
Improving	

Progress	Publication Exempt?
New Risk	N

Background to this risk
Ongoing difficulties recruiting to permanent roles across the Council resulting in recruitment delays and increased costs from the use of interim or temporary contracts. The market is particularly challenging in respect of senior leadership and statutory officer roles. Q3 - improvement to risk score due to continuing reduction in number of interim appointments and successful permanent recruitment to key roles.

Triggers
Posts unfilled
Overspends due to the use of interim or agency staff

Main impacts
Lack of staffing resource
Reputational harm - arising from adverse publicity
Budgetary overspends

Control / mitigation (action required)	Control update frequency	Control status (RAG)	Date of next update	Update on progress of control / mitigation	Control / Mitigation Owner
Post and grading review	Annual	G	Dec-25	Job descriptions are reviewed prior to recruitment campaigns to ensure they are current. Any substantial changes results in re evaluation under the councils job evaluation scheme. Benchmarking undertaken in relation to senior and hard to fill roles. Provision to pay market supplement is in place	HoS - HR & Organisational Development
Budget monitoring	Annual	G	Mar-25	Vacancy management panel set up to review requests for vacancies to be filled.	HoS - Finance, Audit & Risk
Use of creative recruitment strategies to attract a wider pool of candidates	Monthly	A	Mar-25	As part of Norfolk recruitment partnership, work with recruitment partner for market intelligence and recommendations for recruitment campaigns and media on an ad hoc basis. For senior recruitment campaigns, proposals received from recruitment partners to develop appropriate candidate attraction campaign including creative media adverts, microsite. Developed recruitment video. Use of social media to promote opportunities. National local government recruitment materials launched November 2024 - reviewing how to use these as part of Norwich campaigns. Occupancy rate is monitored as part of quarterly metrics and remains stable - 88% as at 31/12/24	HoS - HR & Organisational Development