

Governance, Risk and Audit Committee



Please contact: Emma Denny
Please email: emma.denny@north-norfolk.gov.uk
Please direct dial on: 01263 516010

24 November 2023

A meeting of the **Governance, Risk and Audit Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Tuesday, 5 December 2023** at **2.00 pm**.

At the discretion of the Chairman, a short break will be taken after the meeting has been running for approximately one and a half hours

Members of the public who wish to ask a question or speak on an agenda item are requested to notify the committee clerk 24 hours in advance of the meeting and arrive at least 15 minutes before the start of the meeting. This is to allow time for the Committee Chair to rearrange the order of items on the agenda for the convenience of members of the public. Further information on the procedure for public speaking can be obtained from Democratic Services, Tel: 01263 516010, Email: emma.denny@north-norfolk.gov.uk.

Anyone attending this meeting may take photographs, film or audio-record the proceedings and report on the meeting. Anyone wishing to do so must inform the Chairman. If you are a member of the public and you wish to speak on an item on the agenda, please be aware that you may be filmed or photographed. Please note that this meeting will be livestreamed: [NNDC eDemocracy - YouTube](#)

Please note that Committee members will be given priority to speak during the debate of agenda items

Emma Denny
Democratic Services Manager

To: Cllr J Toye, Cllr J Boyle, Cllr S Penfold, Cllr C Cushing, Cllr E Spagnola and Cllr L Vickers

All other Members of the Council for information.
Members of the Management Team, appropriate Officers, Press and Public



If you have any special requirements in order to attend this meeting, please let us know in advance
If you would like any document in large print, audio, Braille, alternative format or in a different language please contact us

Chief Executive: Steve Blatch
Tel 01263 513811 **Fax** 01263 515042 **Minicom** 01263 516005
Email districtcouncil@north-norfolk.gov.uk **Web site** www.north-norfolk.gov.uk

A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. SUBSTITUTES

3. PUBLIC QUESTIONS

To receive public questions, if any.

4. ITEMS OF URGENT BUSINESS

To determine any items of business which the Chairman decides should be considered as a matter of urgency pursuant to section 100B(4)(b) of the Local Government Act 1972.

5. DECLARATIONS OF INTEREST

1 - 6

Members are asked at this stage to declare any interests that they may have in any of the following items on the agenda. The code of conduct for Members requires that declarations include the nature of the interest and whether it is a disclosable pecuniary interest.

6. MINUTES

7 - 18

To approve as a correct record, the minutes of the meeting of the Governance, Risk & Audit Committee held on 12 September 2023.

7. EXTERNAL AUDITOR'S ANNUAL REPORT 2020/2021

19 - 50

To review and note the External Auditor's Annual Report for 2020/2021 and the accompanying Auditor's certificate.

8. PROGRESS AND FOLLOW UP REPORT ON INTERNAL AUDIT ACTIVITY 01 SEPTEMBER TO 30 NOVEMBER 2023

51 - 70

Summary: This report examines the progress made between 1 September to 30 November 2023 in relation to delivery of the Annual Internal Audit Plan for 2023/24 and provides details of any outstanding internal audit recommendations.

Conclusions: The report contains an update on progress against the Internal Audit Plan for 2023/24 and progress against the completion of internal audit recommendations.

Recommendations: It is recommended that the Committee receives internal audit progress and progress against internal audit recommendations within the period covered by the report.

Cabinet member(s): All
 Ward(s) affected: All
 Contact Officer, Teresa Sharman
 telephone number, 01603 430138
 and e-mail: teresa.sharman@southnorfolkandbroadland.gov.uk

9. CIVIL CONTINGENCIES UPDATE 2023

71 - 78

Executive Summary The Civil Contingencies Team and the wider council has continued to discharge its responsibilities under the Civil Contingencies Act, 2004.

Options considered This is a briefing report only.

Consultation(s) N/A – briefing report.

Recommendations To note the report and the council’s contributions to the Norfolk Resilience Forum and the response to incidents. That the work of the flood warden teams is formally acknowledged.

Reasons for recommendations A better understanding of the challenges in the past year and the role of the Norfolk Resilience Forum in emergency preparedness planning and incident response will help to discharge our obligations under the Civil Contingencies Act, 2004.

Background papers NNDC Resilience Training Plan

Wards affected	All
Cabinet member(s)	Callum Ringer
Contact Officer	Alison Sayer, Resilience Manager, 01263 516269, alison.sayer@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	N/A
Medium Term Financial Strategy (MTFS)	N/A
Council Policies & Strategies	Corporate Risk Register

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	No
Details of any previous decision(s) on this matter	N/A

10. COASTWISE - REVIEW OF RISKS

79 - 86

The Overview & Scrutiny Committee made the following recommendation to Governance, Risk & Audit Committee at the meeting on 15 November:

‘To request that Governance, Risk & Audit Committee reviews the risks presented by the Coastwise Project in respect of the likelihood and impact elements of the risk scores (pre and post the mitigation actions) so that there is clarity about how those actions will work and thus provide greater reassurance that they are being managed effectively and who owns them.’

11. PROCUREMENT EXEMPTIONS REGISTER

To consider the Procurement Exemptions register.

12. CORPORATE RISK REGISTER

87 - 134

To review and note the corporate risk register and consider any necessary recommendations.

13. GOVERNANCE, RISK AND AUDIT COMMITTEE WORK PROGRAMME

135 - 138

To review the Governance, Risk & Audit Committee Work Programme.

14. GOVERNANCE, RISK AND AUDIT COMMITTEE UPDATE AND ACTION LIST

139 - 140

To monitor progress on items requiring action from the previous meeting, including progress on implementation of audit recommendations.

15. EXCLUSION OF THE PRESS AND PUBLIC

To pass the following resolution, if necessary:

“That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph _ of Part I of Schedule 12A (as

amended) to the Act.”

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Registering interests

Within 28 days of becoming a member or your re-election or re-appointment to office you must register with the Monitoring Officer the interests which fall within the categories set out in **Table 1 (Disclosable Pecuniary Interests)** which are as described in "The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012". You should also register details of your other personal interests which fall within the categories set out in **Table 2 (Other Registerable Interests)**.

"Disclosable Pecuniary Interest" means an interest of yourself, or of your partner if you are aware of your partner's interest, within the descriptions set out in Table 1 below.

"Partner" means a spouse or civil partner, or a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners.

1. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer.
2. A 'sensitive interest' is as an interest which, if disclosed, could lead to the councillor, or a person connected with the councillor, being subject to violence or intimidation.
3. Where you have a 'sensitive interest' you must notify the Monitoring Officer with the reasons why you believe it is a sensitive interest. If the Monitoring Officer agrees they will withhold the interest from the public register.

Non participation in case of disclosable pecuniary interest

4. Where a matter arises at a meeting which directly relates to one of your Disclosable Pecuniary Interests as set out in **Table 1**, you must disclose the interest, not participate in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest.
5. Where you have a disclosable pecuniary interest on a matter to be considered or is being considered by you as a Cabinet member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it

Disclosure of Other Registerable Interests

6. Where a matter arises at a meeting which **directly relates** to one of your Other Registerable Interests (as set out in **Table 2**), you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

Disclosure of Non-Registerable Interests

7. Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a Disclosable Pecuniary Interest set out in Table 1) or a financial interest or well-being of a relative or close associate, you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.
8. Where a matter arises at a meeting which **affects** –
 - a. your own financial interest or well-being;
 - b. a financial interest or well-being of a relative, close associate; or
 - c. a body included in those you need to disclose under Other Registrable Interests as set out in **Table 2**

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied

9. Where a matter **affects** your financial interest or well-being:
 - a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
 - b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

10. Where you have a personal interest in any business of your authority and you have made an executive decision in relation to that business, you must make sure that any written statement of that decision records the existence and nature of your interest.

Table 1: Disclosable Pecuniary Interests

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the [Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012](#).

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain. [Any unpaid directorship.]
Sponsorship	Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the

	<p>councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council —</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land and Property	<p>Any beneficial interest in land which is within the area of the council.</p> <p>'Land' excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (alone or jointly with another) a right to occupy or to receive income.</p>
Licenses	<p>Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer</p>
Corporate tenancies	<p>Any tenancy where (to the councillor's knowledge)—</p> <p>(a) the landlord is the council; and</p> <p>(b) the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.</p>
Securities	<p>Any beneficial interest in securities* of a body where—</p> <p>(a) that body (to the councillor's knowledge) has a place of business or land in the area of the council; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were</p>

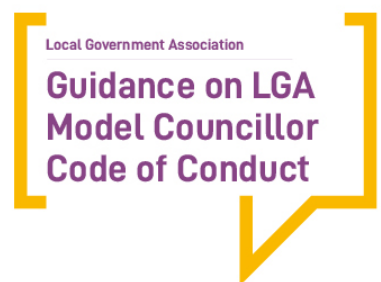
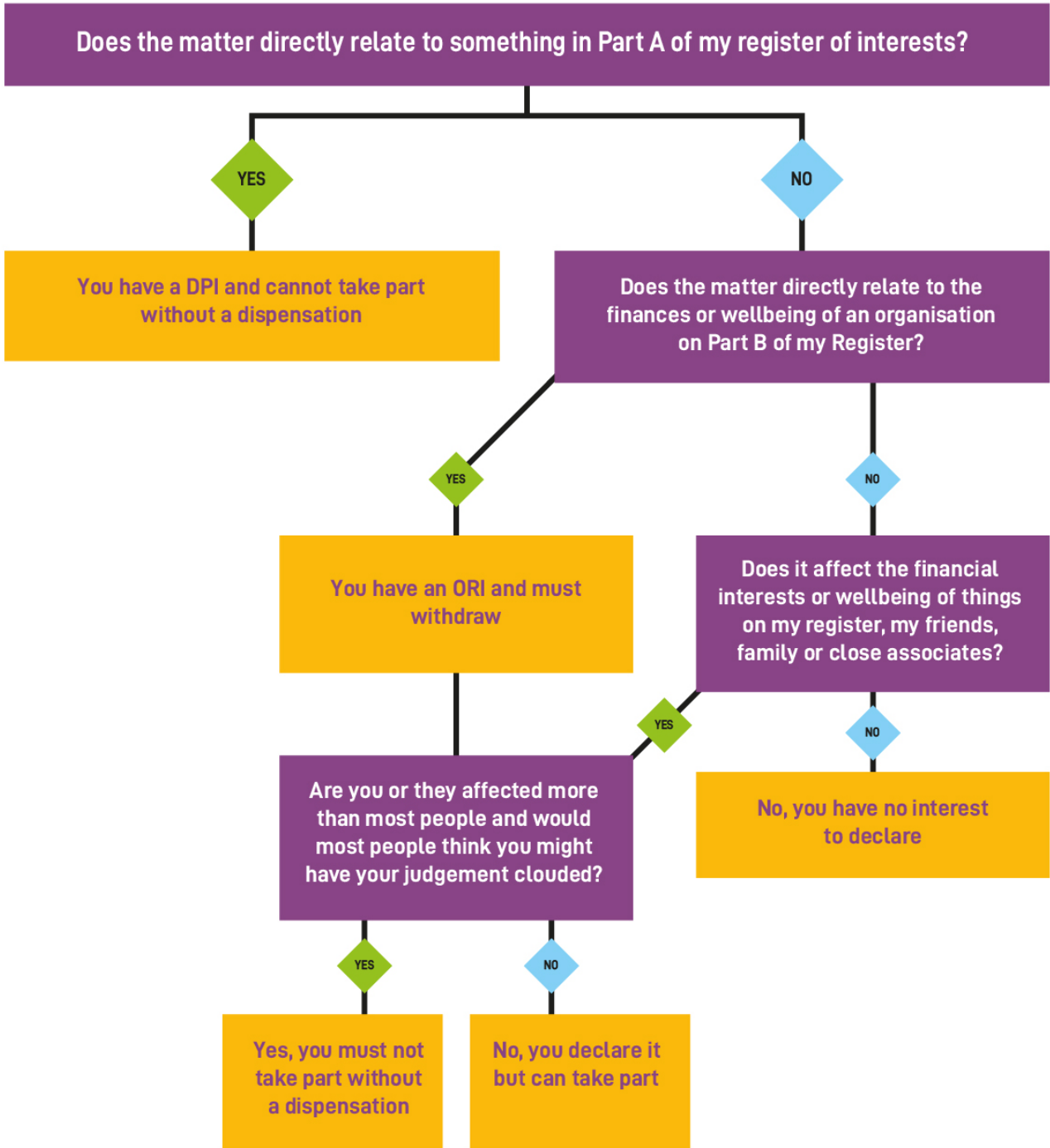
	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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* 'director' includes a member of the committee of management of an industrial and provident society.

* 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

Table 2: Other Registrable Interests

<p>You have a personal interest in any business of your authority where it relates to or is likely to affect:</p> <ul style="list-style-type: none"> a) any body of which you are in general control or management and to which you are nominated or appointed by your authority b) any body <ul style="list-style-type: none"> (i) exercising functions of a public nature (ii) any body directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)
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GOVERNANCE, RISK AND AUDIT COMMITTEE

Minutes of the meeting of the Governance, Risk and Audit Committee held on Tuesday, 12 September 2023 at the Council Offices, Holt Road, Cromer, NR27 9EN at 2.00 pm

Committee

Members Present:

Cllr J Toye (Chairman)	Cllr J Boyle (Vice-Chairman)
Cllr S Penfold	Cllr C Cushing
Cllr L Vickers	

Members also attending:

Cllr A Brown (Observer)
Cllr T Adams (Observer)

Officers in Attendance:

Head of Internal Audit (HIA), Democratic Services and Governance Officer - Scrutiny (DSGOS), Chief Executive (CE), Democratic Services Manager (DSM) and Policy and Performance Manager (PPM), Exeternal Auditor (EA).

16 TO RECEIVE APOLOGIES FOR ABSENCE

Apologies were received from Cllr E Spagnola and the DFR.

17 SUBSTITUTES

None.

18 PUBLIC QUESTIONS

None received.

19 ITEMS OF URGENT BUSINESS

None received.

20 DECLARATIONS OF INTEREST

None declared.

21 MINUTES

- i. Cllr C Cushing referred to an action for the DFR to provide a timeline for sign-off of outstanding annual accounts and asked whether this had been done, given that he had not received anything. The Chairman replied that he had received correspondence on the matter, though the timeline appeared to have slipped again. The DSGOS stated that he had not received a timeline, but what had been provided to the Chairman had not provided the level of

clarity required. The CE stated that the DFR had recently attended a DLUHC briefing where a national timetable for accounts sign-off had been shared, and noted that delays were a national issue with new deadlines that required 20-21 and 21-22 accounts to be signed-off by 31st March 2024. The EA stated that the dates were yet to be fully agreed, but he didn't expect them to extend beyond March 24. Cllr C Cushing stated that it would be helpful to have an indication of when outstanding accounts would be signed-off, and it was suggested that the briefing note could be shared with wider Members.

- ii. Cllr C Cushing referred to concerns with delays to finance reconciliations and asked whether this had been addressed, to which the CE stated that he would provide a written response.
- iii. The Chairman asked whether the purchase of additional refuse vehicles had an agreed delivery date and asked for a written response to be provided.
- iv. Minutes of the meeting held on 13th June 2023 were approved as a correct record and signed by the Chairman.

22 EXTERNAL AUDIT RESULTS REPORT 2020-21

The EA introduced the report and noted that it had been presented at the December 2022 meeting with an expectation to sign-off accounts by Christmas, though it was frustrating that it had taken another nine months to achieve sign-off. He added that the Chairman of the Committee had been granted delegated authority to sign-off the accounts, but given the time that had passed, it was appropriate to provide a further update that appropriate assurance could be given. It was noted that over this period a high number of adjusted differences had arisen. The EA stated that new adjustments were listed in the report, and efforts had been focused on resolving issues with property, plant and equipment, and grant income areas, with the first matter relating to the fixed asset register which had required significant work to answer audit queries. He added that whilst the necessary information was now available, there was a recommendation for further improvements to ensure that the fixed asset register was fit for purpose. It was noted that some officers responsible for financial reporting in 20-21 had left the organisation which had added to delays, but only closing procedures were left to complete, including an update on the pension fund liability. Following which, EY would be able to provide an unqualified audit opinion on the financial statements and a value for money rating.

Questions and Discussion

- i. The Chairman referred to issues with the pension fund liability, and asked whether this could be quantified and whether the position would change further. The EA replied that he was unable to quantify the situation as EY were still seeking this assurance, but he could provide context. He added that ordinarily the pension fund was valued by the actuary on a three year cycle, with March 2022 being the most recent valuation, but it had been found that assumptions made as part of the valuation process had changed, therefore checks were required to determine whether the fund had been under or overvalued. It was noted that the amount of over or undervaluation was key to determining the level of assurance provided. The Chairman noted that the fund was run by NCC, and therefore questioned how much influence NNDC had over the fund. The EA replied that the actuary acted as experts for NNDC, but the Finance Team still had to understand the assumptions that had been made and what impact this would have on the Council's accounts.

He added that rather than being a funding issue, it was more about balance, as the Council would not be required to pay-out its full liability, but did need to understand how the balance was funded.

- ii. Cllr C Cushing stated that pension liabilities were the obvious question, and asked whether this was an accounting issue, or whether the Council would be required to find additional funding. The EA replied that it was an accounting rather than a funding issue, but the purpose of the tri-annual review was to update funding levels. He added that if the accounting differences were not material, then the impact would be limited and assurance could be provided relatively quickly.
- iii. Cllr C Cushing referred to comments in the report that suggested external auditors had not been able to progress work due to limited officer availability, and asked whether NNDC resourcing impacted the external audit process. The CE replied that the Council were currently recruiting for a Chief Technical Accountant, with further requests made for an additional accountant. He added that there had been resourcing issues in the Finance Team over the past year, but efforts were being made to address requirements going forward.
- iv. Cllr C Cushing stated that he was under the impression that there were more audit differences this year than last, and asked whether this was valid and whether it was a concern. The EA replied that this was the result of differences with property, plant and equipment related to the fixed asset register, with issues identified covering a number of assets with a multiplying effect. He added whilst the number of differences was greater, they were related to a specific area of the fixed asset register, so as long as Members were comfortable that remedial actions were adequate, there was no immediate need for concern. Cllr C Cushing suggested that there were learning opportunities for the Finance Team, and asked whether these changes would be taken on board for the following year. The CE replied that staff were already updating the fixed asset register, taking into account EY's recommendations, and was therefore confident that it would not be a significant issue going forward.
- v. The Chairman asked whether officers were confident to proceed with EY's recommendations, to which the CE replied that with the resolution of the pension fund issue, the Council would be in a position to sign-off the 20-21 accounts by the end of the week, with all other issues addressed.
- vi. The Chairman referred to the audit fee and asked whether the Council had budgeted for the increase in costs, to which the CE replied that it was not a cost that could be challenged, and he was therefore confident that provision had been made.

RESOLVED

To review and note the External Audit Results Report.

23 MONITORING OFFICER ANNUAL REPORT 2022/2023

The MO introduced the report and informed Members that it included a summary of actions taken throughout 22-23 in relation to her role. She added that appendix A covered Freedom of Information Act requests, of which 654 requests had been

received, which was an eight percent increase over the previous year. It was noted that the MO also had a responsibility to determine where Section 36 exemptions applied which release of information might prejudice the Council's conduct in undertaking its business, but there had not been any instances of this throughout the year. The MO noted that 29 Subject Access Requests had been received, and there had been no serious data breaches requiring referral to the ICO. She added that the Council had undertaken one covert investigation throughout the year in-line with the RIPA Policy, which had proceeded to the Magistrates Court. It was noted that there had not been any whistleblowing disclosures made, and that the Anti-Fraud, Corruption and Bribery Policy was up to date. The MO reported that appendix B covered ombudsman complaints, of which only two had resulted in any findings against the Council, resulting in small compensation payments. She added that Members registers of interests were hosted on the Council's website, and a new online form had been developed to make the process more efficient. It was noted that only one instance of gifts and hospitality had been declared on the Member's register, whilst the officer's register had eighteen declarations. On code of conduct matters, it was noted that twenty complaints had been received throughout the year, with seventeen relating to Parish and Town Councils, and three to the District Council. The MO stated that the Council had now appointed two independent persons, and that most complaints related to inappropriate behaviour.

Questions and Discussion

- i. The Chairman referred to FOI requests and noted that the number reported equated to approximately two per day, and asked whether these requests ever related to information that was already publicly available. The MO replied that the Council had a dedicated officer for processing FOI requests, but due to their working hours, the requests amounted to approximately four per working day, not including Subject Access Requests. She added that some information could be found elsewhere, and the Council had a scheme of publication that requestees were often referred to. It was noted that more specific requests often required the involvement of specific officers.
- ii. Cllr S Penfold referred to appendix C and noted that Members were often given tickets to the opening of the Cromer Pier Show, and asked whether this should be declared on the register of gifts and hospitality. The MO replied that Members would need to contact her to declare gifts and hospitality, though there was a £50 threshold with no obligation to report below this amount. The CE stated that he had recently discussed the matter with the MO and in the interest of transparency all gifts and hospitality to officers were reported. He added that the Council owned the Theatre and had a unique relationship with the operator, which meant that opening night tickets were often offered to staff and Members and was not deemed to be inappropriate.
- iii. Cllr C Cushing referred to FOI requests and asked whether there were any identifiable trends that could be addressed to reduce the overall number of requests received. The MO replied that topical matters covered by the local and national media often warranted more requests, but they did not generally follow a pattern. The CE noted that approximately seventy percent of requests did not directly relate to the actions of the Council, with many speculative requests received from journalists regarding national issues.
- iv. The Chairman referred to appendix F on code of conduct complaints and noted that there appeared to be a high number from Fakenham, and asked if there was any reason for this. The MO replied that this was the result of a

number of complaints received from a single individual, rather than several separate complaints.

- v. Cllr L Vickers clarified that complaints from Fakenham involved Town Councillors, rather than District Councillors.
- vi. The Chairman referred to the standard report template and asked why this hadn't been used for the report, to which the MO replied that the annual report did not ordinarily fit into the standards template. The Chairman suggested that it would be helpful to use the standard template in future, with the inclusion of a summary page.
- vii. The Chairman referred to the simplification and presentation of financial information and suggested that this was critical matter to ensure that Members fully understood reports that they were required to approve, and asked whether this could be considered going forward. The MO replied that additional finance training was planned, with further training for officers to improve understanding of financial reports.
- viii. The Chairman referred to contract exemptions and asked whether limited supplier availability impacted the Council's ability to achieve best value for money. The MO replied that there was guidance available for these instances, and officers would be given support from statutory officers. The Chairman asked whether these situations increased costs for the Council, to which the CE replied that the procurement exemption process had recently been updated with a robust framework. He added that some contracts required specialist suppliers, and in many cases the Council was still able to demonstrate value for money. It was suggested that IT systems and licenses were a concern, as the number available was continually reducing, which significantly limited the options available to local authorities and therefore posed a risk. The MO stated that it helped to seek options early in the procurement process to ensure that all options had been considered.

RESOLVED

To review and note the Monitoring Officer's Annual Report.

24 GRAC ANNUAL REPORT 2022-23

The DSGOS introduced the report and informed Members that it provided an outline of the role and purpose of the Committee, a summary of the work undertaken throughout 22-23, and identified key issues encountered throughout the year. He added that the primary issues identified included delays with external audit of the Council's accounts, which had already been discussed, and long-outstanding internal audit recommendations. It was noted that the Committee had increased the frequency of its Internal Audit Follow-up Reports to ensure that outstanding actions and recommendations were resolved. The DSGOS stated that the Finance Team were recruiting additional officers to increase resource to meet external audit requests. He added that, whilst there were only four meetings per year, there had been apologies given on five occasions throughout 22-23, with only two covered by substitutes, and Group Leaders were therefore encouraged to place emphasis on Committee Members securing substitutes.

Questions and Discussion

- i. Cllr T Adams referred to issues with apologies and noted that there were more full-time working Councillors that had to make alternate arrangements to be able to attend meetings. The Chairman accepted that more working Members had been elected, but suggested that not receiving a response from substitutes was a concern that needed to be addressed. Cllr S Penfold agreed but stated that Members could not be expected to substitute if contacted on the day of the meeting, and suggested that substitutes needed to be given as much notice as possible. Cllr C Cushing agreed that ample warning was necessary to ensure that Members could make the necessary arrangements to be able to substitute.
- ii. The recommendation was proposed by Cllr J Toye and seconded by Cllr J Boyle.

RESOLVED

To recommended that Council notes the report, affirms the work of the Governance, Risk & Audit Committee, and considers any concerns raised within the key issues section of the report.

25 INTERNAL AUDIT PROGRESS AND FOLLOW UP REPORT

The HIA introduced the report and informed Members that progress on the 23-24 internal audit plan currently stood at sixteen percent, and whilst this wasn't ideal at this stage, the land charges report was expected at the December meeting. The HIA stated that finalising the 22-23 reported had impacted the delivery of the 23-24 plan, but officers were now catching-up with in-year tasks. She added that the post-implementation review of the new finance system had just been completed, and this could be expected at the December meeting. On the follow-up section of the report, it was noted that officer responses had been sought where outstanding recommendations remained.

Questions and Discussion

- i. Cllr C Cushing referred to outstanding audit recommendations where some had been revised up to seven times, and stated that he had little confidence that recommendation deadlines wouldn't continue to be revised. The CE replied that significant progress had been made on resolving outstanding recommendations, and he was confident that the Planning recommendation revised seven times would soon be resolved. He added that the Civil Contingencies recommendations had been delayed due to sickness absence, but it was hoped that these would be resolved by the end of the year, with no factors limiting the Council's ability to respond to incidents. It was noted that waste management recommendations had been caught up with some aspects of the Government's anticipated Waste Strategy, but he was happy to seek an update on whether the outstanding audit recommendations could be resolved within a reasonable timeframe, given that the Waste Strategy had been delayed. The CE stated that the Council's car park management contract was under review, and recommendations relating to penalty notices would be impacted by the outcome of the review. Cllr C Cushing referred to civil contingencies recommendations, and asked whether this was now being progressed by an officer, or whether a further revision could be expected. The CE replied that he could not provide any further information beyond what was provided in the report, but it was his

understanding that a report was expected at the December meeting.

- ii. Cllr C Cushing referred to monthly bank reconciliations and asked whether this should be upgraded from an important to an urgent recommendation, given that it had a tangible financial impact. The CE replied that it wasn't possible to change audit assurance gradings, however there would be a risk assessment on cash receipts and income received, where it was expected that this would be highlighted on an annual basis. Cllr C Cushing noted that the current due date was approximately three weeks away, and asked whether officers were confident that the actions would be completed by the end of September. The CE replied that he had not discussed the matter with relevant officers so could not provide an answer at this time, but had confidence that officers would complete the required tasks.
- iii. Cllr S Penfold stated that it would be helpful to gain certainty on some of the outstanding recommendations, then noted that in two separate parts of the report it referred to the audit taking 171 and 176 days, and requested clarification. The HIA replied that Internal Audit had retained five days to undertake consultative work on risk management which would not be delivered by TIAA, and was not therefore included in the earlier section of the audit plan.
- iv. Cllr A Brown referred to PSIP recommendations and stated that work was expected to be completed by spring 2024, and an increase of planning fees was expected, though attempts to ringfence this had so far been rejected. He added that the Council was also unable to set its own planning fees, taking into account local market conditions.
- v. The Chairman referred to outstanding actions and noted that the Business Continuity Plan was expected to come to the Committee in December, and asked that it be added to the Committee's work programme. He added that no management response or update had been provided for the Environmental Health audit and asked if this could be provided as a written response. The HIA confirmed that she would seek a written response to share with the Committee via email. The Chairman suggested that it would be helpful to know where the Council stood in terms of health and safety and whether any assurance could be provided at present. The HIA replied that this was a key piece of assurance and it was hoped that the recommendations would be resolved in time for the December meeting. The CE stated that a new Corporate Health and Safety Officer had started in June and they were now working with the Compliance Officer to ensure that all actions required to sign-off the recommendations were completed.

RESOLVED

That the Committee receives internal audit progress and progress against internal audit recommendations within the period covered by the report.

ACTIONS

HIA to seek a written response on outstanding audit recommendations where no comments have been received.

The CE introduced the report and informed Members that it was an annual requirement as part of the governance framework which required sign-off from the Chief Executive and Council Leader. He added that it outlined actions the Council was required to take in-line with CIPFA standards as part of the annual audit process.

Questions and Discussion

- i. Cllr C Cushing asked who reviewed the report and what the requirements were, to which the CE replied that it had to be published on an annual basis to form part of the audit assurance work undertaken by Internal and External Audit.
- ii. The report was proposed by Cllr J Toye and seconded by Cllr C Cushing.

RESOLVED

To review and approve the Annual Governance Statement (AGS) along with the updated Local Code of Corporate Governance.

27 AUDIT COMMITTEES AND CO-OPTED INDEPENDENT MEMBERS

The MO introduced the report and reminded Members previous discussions had taken place regarding co-option of independent Members onto the Committee. She added that she had therefore prepared guidance for Members to decide how to respond to the CIPFA position statement and recommendations attached in appendix A. It was noted that the recommendations suggested that audit committees should co-opt at least two independent members onto committees, though this remained best practice rather than a statutory requirement, alongside annual public reporting of the position statement. The MO stated that the process had begun with the Redmond Review in 2019, which recommended at least one independent member to ensure that committees had the necessary expertise to undertake their role effectively. She added that independent members could not be an existing Member or employee of the Council, and that they should only sit on the Committee for a set period of time to avoid overfamiliarity with the Council. It was noted that enquiries had been made as to how other authorities had responded to the guidance, to which the HIA stated that she had prepared a similar report for other authorities and suggested that annual reporting of compliance with the recommendations could be fulfilled as part of the self-assessment exercise. The HIA stated that some Councils had chosen to co-opt one independent member which had worked well to provide additional expertise, and further statements could be added to the GRAC Annual Report on the role of the self-assessment exercise to provide assurance. She added that the Committee could start with one independent member, then co-opt an additional member in future if it became a statutory requirement. The MO noted that if Members did decide to co-opt a single independent member, there would be advantages to staggered recruitment, with possible consideration of pooling arrangements with other Councils in the future.

Questions and Discussion

- i. The Chairman noted that in his experience independent members did add value, but suggested that it may be prudent to start with one independent member first.

- ii. Cllr S Penfold noted that he was a Member of NCC's Audit and Governance Committee which had two independent members, which worked very well to support the Committee. He added that it may be helpful to tie in term-limits with the Council's election cycle, and stated that he would be happy to have one or two independent members, taking into account the preference of the Committee.
- iii. Cllr C Cushing stated that it would be helpful to know the exact costs, and what skills were needed for the Committee. He added that it would also be helpful to know who would be involved in the recruitment process and where independent persons with the required skills could be found, given that they would be different to those used for the Standards Committee. The HIA replied that she would be happy to provide the skills and knowledge framework which included skills such as financial knowledge, governance, project and risk management. She added that she had a job description prepared, and noted that the recruitment process at other Councils had included both officers and Committee Members. Cllr C Cushing stated that he would prefer to start with a single independent member to see the benefits before co-opting a second, which the Chairman agreed was a sensible approach.
- iv. The HIA noted that at present the Council's Constitution did not allow for independent members on the Committee, and this would need to be amended as part of the recruitment process.
- v. Cllr J Boyle stated that she would prefer to start with a single independent member to determine effectiveness before considering the co-option of an additional independent member as advised by CIPFA.
- vi. Cllr C Cushing added that he was in favour of seeking to co-opt a single independent member for the term of the administration. The Chairman suggested that co-opting an independent member midway through the Council term could provide continuity on the Committee after elections.
- vii. The DSGOS stated that the Committee had suggested that they wished to seek co-option of a single independent member for a four year period, with the rest of the recommendation remaining the same. The MO added that the second recommendation should include reference to how the Committee adheres to CIPFA best practice in its annual report, with reference to the self-assessment process.
- viii. Cllr S Penfold suggested that it may be worthwhile linking independent members term to the election cycle, which would shorten the appointment to approximately three years. The Chairman suggested that allowing a four year term would create continuity for the Committee over an election period.
- ix. The recommendations were proposed by Cllr J Toye and seconded by Cllr J Boyle.

RESOLVED

- 1. To recommend to Full Council that one independent member be co-opted onto the Governance, Risk and Audit Committee for a four year period subject to further advice, with delegated authority to be given to the Monitoring Officer in consultation with the GRAC Chairman to undertake**

recruitment arrangements.

2. That the Governance, Risk and Audit Committee reports annually on how the Committee has complied with the CIPFA position statement 2022, to include how the Committee has discharged its responsibilities, an assessment of its performance and that such a report is made available to the public and included the in the Committee's annual self-assessment report.

28 CORPORATE RISK REGISTER

The CE introduced the report and informed Members that it had been updated by CLT and provided an assessment of the risk position of the authority, subject to external factors, and issues arising within the authority. He added that environmental and global factors were also taken into account, and whilst risks relating to matters such as Covid had now reduced they could be reconsidered in future if required, alongside other civil contingencies matters. It was noted that risks relating to projects such as the NWHSZ project had reduced as the project approached completion, though other projects such as the Fakenham roundabout continued due to delays caused by Nutrient Neutrality. The PPM noted that there would be an additional risk added in the next CRR related to net zero.

Questions and Discussion

- i. Cllr S Penfold referred to direction of change indicators and sought clarification, to which the PPO confirmed that arrows to the right meant that the risk score had not changed since its last assessment. He added that recruitment risks referred to competitive challenges and asked how the recruitment software would help overcome these challenges. The CE replied that this software would move the recruitment process online, which would create an end to end digital process to improve efficiency. He added that it was his understanding that the software had already been implemented and it was confirmed that the comments needed to be updated.
- ii. The Chairman noted that AI wasn't covered within the CRR and asked whether this had been considered in any way, given that it was a growing concern. The CE replied that there had been some consideration of these risks by the Customer Services Manager but no formal consideration had been given as yet. The Chairman suggested that this should be given consideration going forward due to increasing risks. The CE replied that it should be taken into account, but noted that many authorities were delivering considerable efficiencies by adopting some use of AI systems. The PPM replied that information security was covered within the CRR and she expected that the IT Team were very aware of the risks posed by the use of AI.
- iii. The Chairman raised the simplification of financial reports as a risk to ensure that Members properly understood the financial information presented to them, given the prevalence of financial issues seen at other authorities throughout the Country. The CE agreed that this was a risk, but the DFR was aware of concerns and Members should be reassured that the Council was not in a position of significant financial concern. He added that there were concerns on the number of vacant commercial properties in Fakenham, but the District was not currently at risk of losing any significant high street shops. The Chairman noted that Members had a responsibility to ensure that

financial risks were mitigated, and whilst training would help, efforts also had to be made to ensure that Members fully understood the financial information presented to them. The CE replied that greater attention was being given to budget monitoring throughout the year, but the DFR was also aware of the desire amongst Members for a simplification of financial reports, and a balance would need to be found. It was confirmed following a question from the Chairman that financial understanding was not reported as a separate risk, but the S151 officer had a statutory obligation to advise Members and report any concerns. The PPM suggested that she could raise this matter as a service level risk with the S151 officer.

- iv. It was confirmed following a question from Cllr S Penfold that a key could be provided for risk symbols to ensure that Members fully understood the report.
- v. Cllr J Toye proposed that consideration be given to the addition of an AI risk to the Corporate Risk Register. The proposal was seconded by Cllr S Penfold.

RESOLVED

- 1. To not the Corporate Risk Register.**
- 2. To request that CLT give consideration to the inclusion of an AI risk on the Corporate Risk Register.**

29 PROCUREMENT EXEMPTIONS REGISTER 26 MAY 2023 - 30 AUGUST 2023

The MO introduced the item and informed Members it provided oversight of the procurement exemptions granted in the last quarter with only one to report.

RESOLVED

To note the Procurement Exemptions Register.

30 GOVERNANCE, RISK AND AUDIT COMMITTEE UPDATE AND ACTION LIST

The DSGOS reported that item 6 on the action list was now resolved as the CE had shared the relevant email, but a response was still required on whether a date had been provided for delivery of the additional waste vehicles.

RESOLVED

To note the update.

31 GOVERNANCE, RISK AND AUDIT COMMITTEE WORK PROGRAMME

The DSGOS noted that the work programme had been amended on numerous occasions due to delays with the External Audit process, but noted that the 20-21 annual accounts were expected to be signed-off under delegated authority by the end of the week. This would allow for the External Audit Letter in December alongside the draft statement of accounts for 22-23, whilst sign-off of the 21-22 accounts was scheduled for March. It was noted that the civil contingencies update was planned for December, with the addition of the Business Continuity Plan. The DSGOS stated that the Risk Management Framework was also expected in December, which would be developed with the assistance of the new Head of

Internal Audit.

RESOLVED

To note the work programme.

32 EXCLUSION OF THE PRESS AND PUBLIC

The meeting ended at 4.10 pm.

Chairman

North Norfolk District Council

**Auditor's Annual Report
Year ended 31 March 2021**

29 September 2023



Building a better
working world

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Public Sector Audit Appointments Ltd (PSAA) issued the "Statement of responsibilities of auditors and audited bodies". It is available from the PSAA website (<https://www.psaa.co.uk/audit-quality/statement-of-responsibilities/>). The Statement of responsibilities serves as the formal terms of engagement between appointed auditors and audited bodies. It summarises where the different responsibilities of auditors and audited bodies begin and end, and what is to be expected of the audited body in certain areas.

The "Terms of Appointment and further guidance (updated April 2018)" issued by the PSAA sets out additional requirements that auditors must comply with, over and above those set out in the National Audit Office Code of Audit Practice (the Code) and in legislation, and covers matters of practice and procedure which are of a recurring nature.

This report is made solely to the Governance, Risk and Audit Committee and management of North Norfolk District Council in accordance with the statement of responsibilities. Our work has been undertaken so that we might state to the Governance, Risk and Audit Committee and management of North Norfolk District Council those matters we are required to state to them in this report and for no other purpose. To the fullest extent permitted by law we do not accept or assume responsibility to anyone other than the Governance, Risk and Audit Committee and management of North Norfolk District Council for this report or for the opinions we have formed. It should not be provided to any third-party without our prior written consent.

Our Complaints Procedure – If at any time you would like to discuss with us how our service to you could be improved, or if you are dissatisfied with the service you are receiving, you may take the issue up with your usual partner or director contact. If you prefer an alternative route, please contact Hywel Ball, our Managing Partner, 1 More London Place, London SE1 2AF. We undertake to look into any complaint carefully and promptly and to do all we can to explain the position to you. Should you remain dissatisfied with any aspect of our service, you may of course take matters up with our professional institute. We can provide further information on how you may contact our professional institute.

A close-up portrait of a woman's face, focusing on her eyes and nose. The image is partially obscured by a bright yellow rectangular overlay on the left side. The woman has light brown hair and green eyes.

Section 1

Executive Summary

Executive Summary: Key conclusions from our 2020/21 audit

As a result of the work we carried out we have also:

Outcomes	Conclusion
Issued a report to those charged with governance of the Council communicating significant findings resulting from our audit.	We reported our final Audit Results Report on the 12 September 2023 to the Governance, Risk and Audit Committee.
Issued a certificate that we have completed the audit in accordance with the requirements of the Local Audit and Accountability Act 2014 and the National Audit Office's 2020 Code of Audit Practice.	We have issued the audit certificate on the 29 September 2023, alongside this report, following our audit opinion on the 20 September 2023.

Fees

We carried out our audit of the Council's financial statements in line with the "Terms of Appointment and further guidance (updated April 2018)" issued by the PSAA. As outlined in the Audit Results Report we were required to carry out additional audit procedures to address audit risks in relation to a range of areas including accounting for Covid-19 related Government Grant Income, the valuation of Property, Plant and Equipment, Infrastructure Assets and the new NAO Code for VFM. As a result, we will agree an associated additional fee with the Chief Finance Officer. We include details of the audit fees in Appendix 1.

We would like to take this opportunity to thank the Council staff for their assistance during the course of our work.



Mark Hodgson
Partner
For and on behalf of Ernst & Young LLP

Section 2

Purpose and responsibilities

Purpose and responsibilities

This report summarises our audit work on the 2020/21 financial statements.

Purpose

The purpose of the Auditor's Annual Report is to bring together all of the auditor's work over the year. A core element of the report is the commentary on VFM arrangements, which aims to draw to the attention of the Council or the wider public relevant issues, recommendations arising from the audit and follow-up of recommendations issued previously, along with the auditor's view as to whether they have been implemented satisfactorily.

Responsibilities of the appointed auditor

We have undertaken our 2020/21 audit work in accordance with the Audit Plan that we issued on 6 September 2022. We have complied with the NAO's 2020 Code of Audit Practice, International Standards on Auditing (UK), and other guidance issued by the NAO.

As auditors we are responsible for:

Expressing an opinion on:

- The 2020/21 financial statements;
- Conclusions relating to going concern; and
- The consistency of other information published with the financial statements, including the annual report.

Reporting by exception:

- If the governance statement does not comply with relevant guidance or is not consistent with our understanding of the Council;
- If we identify a significant weakness in the Council's arrangements in place to secure economy, efficiency and effectiveness in its use of resources; and
- Any significant matters that are in the public interest.

Responsibilities of the Council

The Council is responsible for preparing and publishing its financial statements, annual report and governance statement. It is also responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

Section 3

Financial Statement Audit



Financial Statement Audit

We have issued an unqualified audit opinion on the Council's 2020/21 financial statements.

Key issues

The Statement of Accounts is an important tool for the Council's to show how it has used public money and how it can demonstrate its financial management and financial health.

On the 20 September 2023, we issued an unqualified opinion on the financial statements. We reported our detailed findings to Governance, Risk and Audit Committee on the 12 September 2023. We outline below the key issues identified as part of our audit, reported against the significant risks we included in our Audit Plan.

Significant risk	Conclusion
<p>Misstatements due to fraud or error - management override of controls</p> <p>An ever present risk that management is in a unique position to commit fraud because of its ability to manipulate accounting records directly or indirectly, and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.</p>	<p>We did not identify any instances of inappropriate judgements being applied, or of any management bias in accounting estimates.</p> <p>We did not identify any inappropriate journal entries or other adjustments to the financial statements.</p> <p>Our procedures identified that the Council does not have any formal procedure in place for the authorisation of journals. During the year, a control is in place that journals in excess of £0.100 million are subject to review before posting, however at year-end this procedure is lifted due to limited capacity within the finance team in this period. This represents a level of weakness in the Council's overall control environment and increases the risk of management override.</p>
<p>Inappropriate capitalisation of revenue expenditure (including REFCUS)</p> <p>Under ISA 240 there is a presumed risk that revenue may be misstated due to improper revenue recognition. In the public sector, this requirement is modified by Practice Note 10 issued by the Financial Reporting Council, which states that auditors should also consider the risk that material misstatements may occur by the manipulation of expenditure recognition. We have identified an opportunity and incentive to capitalise expenditure under the accounting framework, to remove it from the General Fund.</p>	<p>We have completed our work in this area and have identified one difference to report. The Council have recognised a capital addition in respect of the purchase of a property recognised in 2020/21 for which the transaction did not complete until 2021/22. This will reduce the total Property, Plant and Equipment balance by £0.120 million.</p> <p>We did not identify any issues in respect of our REFCUS testing.</p> <p>We did not identify any instances of management override or fraud in respect of capitalisation of revenue expenditure.</p> <p>We did not identify any journal entries that inappropriately moved expenditure from a revenue code to a capital code.</p>

Continued over.

Financial Statement Audit (continued)

Significant Risk	Conclusion
<p>Accounting for Covid-19 related grant funding</p> <p>In response to the Covid-19 pandemic, the Council have received significant levels of grant funding, both to support the Council and to pass on to local businesses. Each of these grants will have distinct restrictions and conditions that will impact the accounting treatment of these.</p> <p>Given the volume of these grants, and the new conditions for the Council to understand the accounting impact of, there is a significant risk that these may be misclassified in the financial statements or inappropriately treated from an accounting perspective.</p>	<p>We have completed our testing procedures on Covid-19 related grant funding. We have identified three misstatements:</p> <ul style="list-style-type: none">• Accounting for the Council Tax Hardship grant had been incorrectly treated on a net basis. This is to be included as income and expenditure in the accounts, instead of being treated 'net'. This will increase income and expenditure by £0.544 million.• Accounting for two Covid grants had incorrectly been treated as an 'agency' arrangement when the Council was acting as Principal. This adjustment will increase income and expenditure by £4.982 million.• The Council had accounted for Covid Grant income where Management have been unable to demonstrate that the Council have met the conditions required to recognise the amount as income. This will decrease income and increase creditors by £0.170 million.

Continued over.

Financial Statement Audit (continued)

In addition to the significant risks identified, we also concluded on the following areas of audit focus or inherent risk.

Other area of audit focus	Conclusion
<p>Accounting for Infrastructure Assets An issue was been raised via the NAO's Local Government Technical Group that some local authorities are not writing out the gross cost and accumulated depreciation on highways infrastructure assets when a major part/component has been replaced or decommissioned. This matter has been considered by CIPFA. As a result of not writing out gross cost and accumulated depreciation where components are replaced, or having the audit evidence to be able to prove that, there is a risk that, if this is the case for elements not fully depreciated, assets in the Balance Sheet could be overstated.</p>	<p>We concluded in 2019/20, that the Council have complied with the Code requirements on the derecognition of Infrastructure Assets. In 2020/21, additions to infrastructure assets were immaterial and therefore we have concluded that the Council continues to meet the requirements of the Code.</p>
<p>Bad Debt Provision and Recoverability of Debtors As a result of the long term impact of Covid-19 and other market uncertainties there may be increased uncertainty around the recoverability of receivables. The provision for these bad debts is an estimate, and calculation requires management judgement. We would expect the Council to revisit their provision for bad debt calculation in light of Covid-19 and assess the appropriateness of this estimation technique. Given that there might be some subjectivity to the recoverability of debtors the Council will need to consider the level of any provision for bad debts.</p>	<p>We have completed our testing procedures on the bad debt provision and recoverability of debtors. Our work did not identify any issues with the reasonableness, accuracy or sufficiency of the bad debt provisions held. We have however identified that the Council had not posted a change in the estimate, of £0.083 million, to the General Ledger which is to be adjusted in the revised accounts.</p>
<p>Accounting for Collection Fund disclosures During 2020-21, in response to the financial hardship faced by individuals and businesses, there may be lower levels of recovery of collection fund income. There are also specific sectors including retail, hospitality and leisure that have received additional business rates relief for the financial year. There is therefore a risk of incorrect accounting based on the significant level of change in the year.</p>	<p>We have completed our testing procedures on Collection Fund Accounting and have identified two differences to report: Management have corrected an audit difference in relation to the accounting for Collection Fund debtors, reducing the asset by £0.338 million, as a result of adjustments required to the Council's NNDR3 submission. Management have corrected for an under-accrual in respect of Section 31 Business Rate payments due from the Council per the NNDR3. This has been recognised as an Earmarked Reserve, but should have been reflected as a Creditor. This will increase Creditors and Earmarked Reserves by £4.480 million.</p>

Continued over.

Financial Statement Audit (continued)

Other area of audit focus	Conclusion
<p>Valuation of Other Land and Buildings Other land and buildings (OLB) represents a significant balance in the Council's accounts (£37m at 31 March 2020) and is subject to valuation changes, impairment reviews and depreciation charges.</p> <p>Management is required to make material judgemental inputs and apply estimation techniques to calculate the year-end balances recorded in the balance sheet.</p>	<p>We have completed our testing procedures on the Valuation of Other Land & Buildings and have identified four differences to report:</p> <p>Management have corrected for a misstatement in respect of the revaluation of Cliff Top, Runton Road, which was revalued by Management's Expert but not posted to the Council's accounts. This will increase Property, Plant & Equipment by £0.069 million.</p> <p>Management have corrected for a misstatement in respect of the revaluation of three leisure centre assets, which were revalued by Management's Expert, but incorrect posted to the Council's accounts as there were multiple lines for each asset. This will decrease Property, Plant & Equipment by £1.553 million.</p> <p>Management have corrected for balances which have been held in Assets Under Construction but should be classified as expenditure as there is no support for this adding value to the underlying assets, which are separately held on the Balance Sheet. This will decrease Property, Plant & Equipment by £2.718 million.</p> <p>Management have corrected for valuation errors identified in the assumptions used for build life of assets valued under Depreciated Replacement Cost. This will decrease Property, Plant & Equipment by £0.674 million.</p> <p>The impact of these errors was originally reflected in previous years accounts, as these balances have been held on the Fixed Asset Register for a number of years. As a result, Property, Plant and Equipment was overstated in the 2018/19 accounts by £1.320 million and in the 2019/20 accounts by £2.718 million. We have therefore considered the need for a Prior Period Adjustment, and concluded, on the grounds of qualitative and quantitative materiality, that adjustments to comparative figures would not be required, given the size of this adjustment relative to the Property, Plant and Equipment Balance. Adjustments have been made within the 2020/21 financial statements to correct these issues.</p> <p>We have also raised two control recommendations linked to the Valuation of Other Land & Buildings. These can be found in Section 6 of this report.</p>

Continued over.

Financial Statement Audit (continued)

Other area of audit focus	Conclusion
<p>National Non-Domestic Rates Appeals Provision</p> <p>The calculation of the NNDR Appeals Provision is estimate based.</p> <p>Given the impact of Covid-19 on businesses seeking reductions in rateable values, there is a risk of material misstatement of the appeals provision due to the nature of the provision and the uncertainty around the full impact of Covid-19.</p> <p>In light of this we consider there to be an inherent risk of misstatement of the Council's NNDR appeals provision.</p>	<p>We completed our work in this area and have no matters to report.</p>
<p>Pension Liability Valuation & other pension disclosures</p> <p>The Authority makes extensive disclosures within its financial statements regarding its membership of Norfolk Pension Fund Scheme administered by Norfolk County Council. At 31 March 2021 the liability totalled £59 million.</p> <p>The information disclosed is based on the IAS 19 report issued to the Authority by the actuary to the Norfolk Pension Fund.</p> <p>Accounting for this scheme involves significant estimation and judgement and therefore management engages an actuary to undertake the calculations on their behalf. We undertake procedures on the use of management experts and the assumptions underlying fair value estimates.</p>	<p>We have reviewed the assessment of the Pension Fund actuary by PwC and EY Pensions and have undertaken the work required without identifying any issues.</p> <p>We have agreed the Council's IAS 19 disclosures to the actuaries' report to ensure these are fairly stated in the accounts.</p> <p>The Norfolk Pension Fund auditor highlighted a significant movement in the valuation of Investment Assets of the Pension Fund, in their assurance letter to us.</p> <p>As a result, the Council have received an updated IAS19 report from the Actuary to determine the impact on the Council's Pension Liability. The financial statements have been updated for this revised figure, reducing the net liability by £0.818 million.</p> <p>Subsequently, the actuary for Norfolk Pension Fund has completed the 2022 Triennial Valuation Report, and as a result the Council have obtained a revised IAS19 report for 2021/22 (noting that it is not possible to re-run the report as at the balance sheet date, given the Triennial Revaluation is effective from 1 April 2022. This shows an understatement of the net defined benefit liability by £3.891 million.</p> <p>Management are yet to provide a response to our request dated 3 May 2023 and therefore we are unable to conclude on the accuracy of this revised report, or the impact that this has on the position at 31 March 2021.</p>

Financial Statement Audit (continued)

Our application of materiality

When establishing our overall audit strategy, we determined a magnitude of uncorrected misstatements that we judged would be material for the financial statements as a whole.

Item	Thresholds applied
Planning materiality	We determined planning materiality to be £1.200 million as 2% of gross revenue expenditure reported in the accounts. We consider gross revenue expenditure to be one of the principal considerations for stakeholders in assessing the financial performance of the Council.
Reporting threshold	We agreed with the Finance, Resource, Audit and Governance Committee that we would report all audit differences in excess of £0.060 million.

We also identified the following areas where misstatement at a level lower than our overall materiality level might influence the reader. For these areas we developed an audit strategy specific to these areas. The areas identified and audit strategy applied include:

- ▶ Remuneration disclosures: We audited all disclosures and undertook procedures to confirm material completeness.
- ▶ Related party transactions. We audited all disclosures and undertook procedures to confirm material completeness.

Audit differences

Management corrected, within the authorised financial statements, audit differences in relation to:

▶ Property, Plant & Equipment

- ▶ Differences amounting to £0.242 million in respect of a land asset that was incorrectly classified as an 'Asset Held for Sale' instead of as a 'Surplus Asset'.
- ▶ Differences amounting to £0.120 million in respect of the purchase of a property which was recognised in 2020/21, but which did not complete until 2021/22.
- ▶ A difference in respect of the revaluation of 'Cliff Top', Runton Road, which was revalued by Management's expert, but not posted to the Council's accounts, of £0.069 million.
- ▶ A difference in respect of the revaluation of three leisure centre assets, which were revalued by Management's Expert, but incorrectly posted to the Council's accounts. This will decrease Property, Plant & Equipment by £1.553 million.
- ▶ Balances which have been held in 'Assets Under Construction' but should be 'expenditure' as there is no support that this spend added value to the underlying assets which are separately held on the Balance Sheet. This will decrease Property, Plant & Equipment by £2.718 million.
- ▶ Valuation errors identified in the assumptions used for the build life of assets valued under the Depreciated Replacement Cost basis. This will decrease Property, Plant & Equipment by £0.674 million.

Financial Statement Audit (continued)

Audit differences (continued)

▶ Property, Plant & Equipment (Continued)

- ▶ A misclassification of the Deep History Coast project asset (£0.722 million). This was held as an 'Asset Under Construction' at the balance sheet date, but became operational in 2020/21.
- ▶ Misclassifications of elements of Cromer Pier. This will ultimately be classified as a 'Community Asset' and therefore 'Assets Under Construction' will decrease by £1.689 million, 'Infrastructure Assets' will decrease by £0.074 million and 'Community Assets' will increase by £1.764 million.

▶ Grant Income

- ▶ A difference in respect of accounting for the 'Council Tax Hardship' grant. This is to be included as both Income and Expenditure in the accounts, instead of being treated on a net basis. This will increase both income and expenditure by £0.544 million.
- ▶ Differences in respect of Covid Grant funding. This is to be included as income and expenditure in the accounts, through treatment of this as a principal grant, instead of being treated 'net' as an agency arrangement. This will increase income and expenditure by £4.982 million.
- ▶ A difference in respect of Covid Grant income, where they have been unable to demonstrate that they have met the conditions required to recognise the amount has income. This will decrease income and increase creditors by £0.170 million. We identified an overstatement of debtors with the Council's subsidiary resulting in an overstatement of debtors of £0.243 million. The opposite side of this correction is to creditors, therefore the impact on the balance sheet is £nil.

- ▶ **Receivables** - Misstatements in relation to the Bad Debt Provision (Receivables Impairment), where a revised Bad Debt Provision had been calculated but not posted to the General Ledger. This will increase the Net Debtors (reduce the Gross Debtor) balance by £0.085 million.

- ▶ **Support Service Charges** – Differences in respect of the 'grossing up' of support service charges. This will reduce both income and expenditure by £1.564 million.

- ▶ **Collection Fund Creditors** – An under-accrual in respect of Section 31 Business Rate payments due from the Council per the NNDR3 submission. This has been recognised as an Earmarked Reserve, but should have been reflected as a Creditor. This will increase Creditors and Earmarked Reserves by £4.480 million.

- ▶ **Collection Fund Debtors** – A difference in respect of the closing Collection Fund position, linked to errors identified and reported in the prior year audit, that has required revisions to the current year NNDR3 model. This will reduce debtors by £0.339 million.

We also identified a small number of misstatements in disclosures which Management corrected. These include presentational changes to the Officer Remuneration disclosure and updating the Covid Grant and Related Party disclosure notes to ensure these are complete.

Section 4

Value for Money

Value for Money (VFM)

We did not identify any risks of significant weaknesses in the Council's VFM arrangements for 2020/21.

Scope and risks

We have complied with the NAO's 2020 Code and the NAO's Auditor Guidance Note in respect of VFM. We reported our VFM risk assessment within our Audit Results Report dated the 28 November 2022, which was based on a combination of our cumulative audit knowledge and experience, our review of Council and committee reports, meetings with the Chief Finance Officer and his team and evaluation of associated documentation through our regular engagement with management and the finance team. We reported that we had not identified any risks of significant weaknesses in the Council's VFM arrangements for 2020/21. This position remained at the 12 September 2023 when we presented our final Audit Results Report.

We had no matters to report by exception in the audit report.

Reporting

We completed our planned VFM arrangements work through to 20 September 2023 and did not identify any significant weaknesses in the Council's VFM arrangements. We have considered information obtained since this date and noted no changes to our conclusions. As a result, we had no matters to report by exception in the audit report on the financial statements.

Our VFM commentary highlights relevant issues for the Council and the wider public.

VFM Commentary

In accordance with the NAO's 2020 Code, we are required to report a commentary against three specified reporting criteria:

- Financial sustainability
How the Council plans and manages its resources to ensure it can continue to deliver its services;
- Governance
How the Council ensures that it makes informed decisions and properly manages its risks; and
- Improving economy, efficiency and effectiveness:
How the Council uses information about its costs and performance to improve the way it manages and delivers its services.

Introduction and context

The 2020 Code confirms that the focus of our work should be on the arrangements that the audited body is expected to have in place, based on the relevant governance framework for the type of public sector body being audited, together with any other relevant guidance or requirements. Audited bodies are required to maintain a system of internal control that secures value for money from the funds available to them whilst supporting the achievement of their policies, aims and objectives. They are required to comment on the operation of their governance framework during the reporting period, including arrangements for securing value for money from their use of resources, in a governance statement.

We have previously reported the VFM work we have undertaken during the year including our risk assessment. The commentary below aims to provide a clear narrative that explains our judgements in relation to our findings and any associated local context.

For 2020/21, the significant impact that the Covid-19 pandemic has had on the Council has shaped decisions made, how services have been delivered and financial plans have necessarily had to be reconsidered and revised.

We have reflected these national and local contexts in our VFM commentary.

Financial sustainability

1. How the body ensures that it identifies all the significant financial pressures that are relevant to its short and medium-term plans and builds these into them

The budget monitoring process where financial services meet with the budget managers and discuss spend to date and forecast for the remainder of the year identifies any financial pressures and additional income. This provides an essential tool for ensuring the current years budget is achievable and is also fundamental in ensuring the most up to date information is included in future budgets. These are reported to Cabinet and Scrutiny through the quarterly Budget Monitoring Reporting and to the Corporate Leadership Team, along with recommended action plans (if required) to ensure the overall budget can be met.

Through the budget setting process budget managers identify changes to budgets and report these to finance for inclusion in the new draft budgets. The budgets are collated by finance and show the net budget and funding and where required resources are re-allocated to ensure the budget remains affordable in the medium term.

2. How the body plans to bridge its funding gaps and identifies achievable savings

The budget approved in February 2020 identified a budget deficit from 2021/22 onwards, subject to the uncertainty over the Government funding. This did however demonstrate that the Council held sufficient reserves based on their budget to remain above the minimum level for the foreseeable future. As a result of Covid and the potential impact this would have on the Council's resources, the Budget has been revisited through Budget Monitoring Outturn reports. The Council continue to look at potential areas of savings as part of budget setting, especially in light of ongoing wider economic challenges.

The Council has had the arrangements we would expect to see to enable it to plan and manage its resources to ensure that it can continue to deliver its services.

Financial sustainability (continued)

3. How the body plans finances to support the sustainable delivery of services in accordance with strategic and statutory priorities

As part of budget setting each year, the Council look to align the demands on the budget with the strategic priorities of the Council. Priorities are based on the Council's Corporate Plan, which is tracked through an online Performance Portal which is available for general public access. A Delivery Plan reserve has been established in the year to support future progress against these plans.

4. How the body ensures that its financial plan is consistent with other plans such as workforce, capital, investment, and other operational planning which may include working with other local public bodies as part of a wider system

The budget process incorporates the review of other strategies such as the capital and investment and treasury management, ensuring they are consistent. The budgeting exercise ensures the Medium Term Financial Plan is in line with the priorities identified in the corporate plan. The financial plan factors in shared service arrangements and recognises the need to achieve efficiencies through these arrangements.

5. How the body identifies and manages risks to financial resilience, e.g. unplanned changes in demand, including challenge of the assumptions underlying its plans

Risks are identified through the regular budget monitoring carried out between finance and budget managers. Where action is required to manage risks identified, recommendation are made by finance to the Corporate Leadership Team and if necessary then reported onto Cabinet and Scrutiny (& Full Council if it was significant). Initially identified savings would be utilised to cover pressures, windfall income forms part of our constitution where Cabinet is responsible for considering how additional monies can be used, so these cannot simply be used by the generating service. In the event that these were not sufficient to cover the pressures then the Council has reserves which it could draw on as a one off to fund the pressures, creating time whilst additional savings were identified.

The Council has had the arrangements we would expect to see to enable to make informed decisions and properly manage its risks.

Governance

1. How the body monitors and assesses risk and how the body gains assurance over the effective operation of internal controls, including arrangements to prevent and detect fraud

The Risk Management Framework is regularly reviewed and in operation. Risk Reviews take place every quarter at a service, corporate and strategic level. Service risks are escalated for consideration to be added as a corporate risk. The risk register is presented to the Governance, Risk and Audit Committee on a quarterly basis. The Council has a Counter Fraud, Corruption and Bribery Policy as well as a Whistleblowing Policy. The Council seek to deter and prevent fraud, corruption and theft to ensure that all risks in these areas are reduced to the lowest level possible.

The Council has had the arrangements we would expect to see to enable to make informed decisions and properly manage its risks.

The Council has an established internal audit function (through the Norfolk Internal Audit Consortium). The Internal Audit plan is set on a risk based approach and the plan is approved by the Governance, Risk and Audit Committee. Audit reports are presented to the Committee throughout the year reporting audit results and progress against recommendations.

2. How the body approaches and carries out its annual budget setting process

Each year a budget timetable is produced within the finance department identifying the tasks and key dates. Finance meet with budget holders to create a new budget for both revenue and capital, taking into account changes in legislation, demand, local and national factors. Once a draft budget and the proposed levels of fees and charges has been created this is considered by Corporate Leadership and Cabinet. A final budget with all changes considered and included where necessary is taken back through the committees to Full council alongside the formal setting of the Council Tax, precepts and other strategies. The budget for the previous year is used as the base to build on, adjusting for known changes and forecasts.

Governance (Continued)

3. How the body ensures effective processes and systems are in place to ensure budgetary control; to communicate relevant, accurate and timely management information (including non-financial information where appropriate); supports its statutory financial reporting requirements; and ensures corrective action is taken where needed.

The budget monitoring process where financial services meet with the budget managers and discuss spend to date and forecast for the remainder of the year identifies any financial pressures and additional income. This provides assurances that the current year budget is achievable and in ensuring the most up to date information is included in future budgets. These are reported to Cabinet and Scrutiny through the quarterly budget monitoring reporting and to the Corporate Leadership Team, along with recommended action plans (if required) to ensure the overall budget can be met. The system provides the necessary data to use as the base for the report and experts are used for technical areas such as Treasury Management to help support staff expertise.

The Council has had the arrangements we would expect to see to enable to make informed decisions and properly manage its risks.

4. How the body ensures it makes properly informed decisions, supported by appropriate evidence and allowing for challenge and transparency. This includes arrangements for effective challenge from those charged with governance/audit committee.

The Council's Constitution sets out the decision making framework. This includes what decisions are reserved to Full Council, and which are for the executive or a committee of the Council. Some decisions within the Constitution are delegated to officers and this is set out in the Constitution. The Governance Risk and Audit Committee and the Overview and Scrutiny Committee have an important role in ensuring transparency and informed decision making. The Governance, Risk and Audit Committee provides oversight and monitors the governance, risk management and internal control arrangements of the Council; providing an assurance that these are effective and efficient. This is achieved through items received by the Committee in relation but not limited to; internal and external audit, key finance items, governance reviews and strategic risk management reporting. The Overview and Scrutiny Committee is the Council's primary oversight Committee that seeks to ensure that Cabinet is held to account and that reliable services are provided, whilst value for money is achieved. The Council acknowledge and respond to recommendations raised by Internal & External Audit, including recommendations raised in 2019/20 in respect of the qualification on the Value for Money opinion.

Governance (Continued)

5. How the body monitors and ensures appropriate standards, such as meeting legislative/regulatory requirements and standards in terms of officer or member behaviour (such as gifts and hospitality or declarations/conflicts of interests).

Councillors are subject to the Member Code of Conduct. This relates not only to behaviour, but also to when an interest should be disclosed. The Council holds each Member's register of interests, both pecuniary and other interests. On each meeting agenda is an item which invites Members to declare any interests they may have. This is accompanied by a flowchart and information within the papers. There is a system where persons can complain about a Member's conduct, and this is published on the Council's website. Where Members are offered gifts and hospitality the Constitution requires that where this is over a set value or is otherwise significant that it is registered with the Monitoring Officer, who keeps a list of such and reports this in the annual Monitoring Officer report. Officers are subject to a Code of Conduct and have obligations to disclose potential conflicts of interest, gifts and hospitality. Such gifts and hospitality are also recorded in the MO report. A Member/Officer protocol defines the relationship and roles of these two council bodies.

The Council has had the arrangements we would expect to see to enable it to use information about its costs and performance to improve the way it manages and delivers services.

Improving economy, efficiency and effectiveness

1. How financial and performance information has been used to assess performance to identify areas for improvement.

The Performance Management Framework promotes the communication and understanding of performance management, and provides guidance to those with responsibilities for ensuring that performance management is applied effectively and consistently. It defines what performance management is, the key components, types of performance measures, the reporting framework, and roles and responsibilities. Performance management reports are presented to Cabinet on a quarterly basis and are reviewed by Overview and Scrutiny Committee.

Financial performance data is regularly reported to committees through the budget monitoring reports

2. How the body evaluates the services it provides to assess performance and identify areas for improvement

Targets are set for performance within each department each year. Benchmarking information against similar councils in England (CIPFA nearest neighbours) is provided to assess relative performance and identify high achieving councils with a view to reviewing how services are delivered and improve outcomes for our customers. As part of the Corporate Plan for 2019 - 2023, a Performance Portal has been set up where the public can access the Council's key targets and metrics for these, and see performance information against these targets.

Improving economy, efficiency and effectiveness (continued)

3. How the body ensures it delivers its role within significant partnerships, engages with stakeholders it has identified, monitors performance against expectations, and ensures action is taken where necessary to improve

The Council has a Customer Service Strategy and complaints procedure. This along with other processes such as Freedom of Information requests allows for internal reviews of decisions. There is opportunity for members of the public to attend and ask questions at Full Council, and participate at other committees. The Performance Portal provides further transparency into achievement of targets. The Council works closely with other neighbouring authorities to ensure efficiencies where possible.

4. How the body ensures that commissioning and procuring services is done in accordance with relevant legislation, professional standards and internal policies, and how the body assesses whether it is realising the expected benefits.

The Council has had the arrangements we would expect to see to enable it to use information about its costs and performance to improve the way it manages and delivers services.

The Council has an officer employed as a procurement officer who can provide specialist knowledge and expertise to officers, with the assistance where required of the Council's in-house legal service. A Procurement Strategy, vital to secure best value, supports the Council's priorities and provides information as to the Council's procurement values and principles. There are Contract Procedure Rules contained within the Council's Constitution which set out procedures required depending on the expected amount of a contract and situations where an exemption from the contract procedure rules can be made. The Chief Financial Officer and the Monitoring Officer have oversight in such circumstances. In response to concerns raised around procurement of, the Council's Governance, Risk and Audit Committee (GRAC) commissioned a review of Procurement arrangements in 20/21 through Internal Audit.

The review of Contract Standing Orders and Procurement Exemptions was reported to GRAC at its meeting of 15th June 2021, with decisions taken to strengthen the control and reporting environment subsequently agreed by Full Council.

Recommendations included updating the Contract Standing Orders within the Constitution, reviewing the information to be provided on the Council's Procurement Exemption Forms, drafting a clear procedure note for the completion of Procurement Exemption Forms, reviewing the number of signatories and process of signing off exemptions, retention of Procurement Exemption Forms in a single record held by the Procurement Officer, and regular reporting of exemptions through Cabinet and GRAC on a quarterly basis for transparency rather than at year end.

Recommendations

Recommendations

As a result of the VFM procedures we have not made any recommendations.

The Council faces further challenge and change beyond 2021 which will form part of our 2021/22 VFM arrangements work.

Forward look

Looking forward to 2021/22 and beyond, the Council continues to face significant financial pressures over the medium term, which we would expect to see continually updated and reflected within the Medium Term Financial Plan.



Section 5

Other Reporting Issues

Other Reporting Issues

Annual Governance Statement

We are required to consider the completeness of disclosures in the Council's Annual Governance Statement, identify any inconsistencies with the other information of which we are aware from our work, and consider whether it complies with relevant guidance. We completed this work and had no matters to report.

Whole of Government Accounts

Alongside our work on the financial statements, we also review and report to the National Audit Office on your Whole of Government Accounts return. The WGA group audit team confirmed that they did not require any submissions from us in respect of 2020/21.

Report in the Public Interest

We have a duty under the Local Audit and Accountability Act 2014 to consider whether, in the public interest, to report on any matter that comes to our attention in the course of the audit in order for it to be considered by the Council or brought to the attention of the public.

We did not identify any issues which required us to issue a report in the public interest.

Other powers and duties

We identified no issues during our audit that required us to use our additional powers under the Local Audit and Accountability Act 2014.

Other Reporting Issues

Control Themes and Observations

As part of our work, we obtained an understanding of internal control sufficient to plan our audit and determine the nature, timing and extent of testing performed. Although our audit was not designed to express an opinion on the effectiveness of internal control, we are required to communicate to you significant deficiencies in internal control identified during our audit.

We have adopted a fully substantive approach and have therefore not tested the operation of controls.

Our audit identified five areas for attention of the Governance, Risk and Audit Committee:

1. The Council did not complete the CIPFA Disclosure Checklist at the time of accounts production and we believe that this would be a valuable closedown exercise to ensure that all the requirements are addressed within the draft financial statements.

RECOMMENDATION – We recommend that the Council prepares a full CIPFA Disclosure Checklist, as part of its closedown procedures, in advance of publishing future draft Statement of Accounts, to demonstrate that the Statement of Accounts are compliant with the CIPFA Code of Practice.

2. The Council were unable to evidence that, at the time of accounts production, that the Statement of Accounts had been subject to review by a Senior Officer within the Council.

RECOMMENDATION – We recommend that the Director for Resources documents their review of the Statement of Accounts prior to publication, to demonstrate that the Statement of Accounts have been subject to appropriate review and approval.

3. The Council does not have any formal procedure in place for the authorisation of journals before they are posted to the General Ledger. During the year, a control is in place that journals in excess of £0.100 million are subject to review before posting, however at year-end this procedure is also lifted due to limited capacity within the finance team in this period.

RECOMMENDATION - We recommend that the Council initiates a control to authorise all journals before they are posted to the General Ledger.

4. The Council's Fixed Asset Register holds a number of line items which relate to multiple properties, as well as multiple line items for the same asset. Whilst holding one line item for multiple properties has not lead to an audit adjustment, these should be sufficiently disaggregated to ensure future revaluations and other asset movements are accounted for appropriately.

RECOMMENDATION - We recommend that the Council reviews the full Fixed Asset Register to ensure that asset lines within the Fixed Asset Register are disaggregated or combined at an appropriate level to ensure that future adjustments will be recorded appropriately

Other Reporting Issues (continued)

5. The Council's rolling programme of asset valuations demonstrated that £0.245 million of Surplus Assets and £0.151 million of Other Land & Buildings had not been subject to revaluation within the five year rolling period prescribed by the Code. Whilst we have been able to perform sufficient procedures to gain assurance over the material accuracy of these assets, the Council should ensure that all assets are subject to revaluation within a five year rolling period.

RECOMMENDATION - We recommend that the Council reviews the rolling programme of asset revaluations to ensure that all assets subject to revaluation by the requirements of the Code, are revalued at least every five years.

We considered whether circumstances arising from Covid-19 resulted in a change to the overall control environment of effectiveness of internal controls, for example due to significant staff absence or limitations as a result of working remotely. We identified no issues which we wish to bring to your attention.

Appendix A

Audit Fees

Audit Fees

Our fee for 2020/21 is in line with the audit fee reported in our Annual Results Report presented to the Finance, Resource, Audit and Governance Committee on 22 September 2023, updated to reflect the conclusion of the audit.

Description	Final Fee 2020/21 £'s	Scale Fee 2020/21 £'s	Final Fee 2019/20 £'s
Initial Scale Fee – Code work	41,667	41,667	41,667
Fee Variation – Determined (Note 1)	-	-	60,078
Fee Variation – Proposed (Note 2)	TBC		-
Revised Scale Fee	TBC		101,745

Note 1 – PSAA Ltd determined the Fee Variation on 27 February 2023.

Note 2 – For 2020/21, we have re-assessed the scale fee again to take into account the same recurring risk factors as in 2019/20, which includes procedures performed to address the risk profile of the Council and additional work to address increase in Regulatory standards, as we set out in our Audit Results Report.

In addition, for 2020/21, we have had to perform additional audit procedures to respond to the financial reporting an associated audit risks pertaining to the enhanced considerations and procedures required in respect of estimates under ISA540, as well as new risks and audit findings outlined within our Audit Plan and Audit Results Report.

The full additional scale fee variation for 2020/21, once fully determined, will be notified to Management and will then be subject to determination by PSAA Ltd.

We will report the respective final fees formally, once they have been determined by PSAA Ltd.

Note that we also performed the Housing Benefit agreed upon procedures non-audit services for the Council. The planned fee for 2020/21 is £12,100 (2019/20: £11,708).

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Ernst & Young LLP, 1 More London Place, London, SE1 2AF.

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Progress and Follow Up Report on Internal Audit Activity: 1 September to 30 November 2023

Summary: This report examines the progress made between 1 September to 30 November 2023 in relation to delivery of the Annual Internal Audit Plan for 2023/24 and provides details of any outstanding internal audit recommendations.

Conclusions: The report contains an update on progress against the Internal Audit Plan for 2023/24 and progress against the completion of internal audit recommendations.

Recommendations: It is recommended that the Committee receives internal audit progress and progress against internal audit recommendations within the period covered by the report.

Cabinet member(s):

All

Contact Officer, telephone number, and e-mail:

Ward(s) affected:

All

Teresa Sharman
01603 430138

teresa.sharman@southnorfolkandbroadland.gov.uk

1. Background

1.1. This report reflects progress made regarding internal audits for the agreed 2023/24 plan approved by GRAC in March 2023, and details the progress against implementation of internal audit recommendations.

2. Overall Position

2.1. The overall current position in relation to the 2023/24 Internal Audit Plan and any outstanding internal audit recommendations are within the attached report.

3. Conclusion

3.1 The 2023/24 Internal Audit Plan of work is in progress, with final reports provided and an update on progress against the implementation of internal audit recommendations.

4. Recommendation

- 4.1 It is recommended that the Committee receives internal audit progress within the period covered by the report and updates provided in relation to any outstanding internal audit recommendations.

Appendices attached to this report:

Internal Audit Activity – Progress and Follow Up as at 30 November 2023

Eastern Internal Audit Services



North Norfolk District Council

Internal Audit Update – Progress and Follow Up

Period Covered: 1 September to 30th November 2023

Responsible Officer: Teresa Sharman – Head of Internal Audit for North Norfolk District Council

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1. INTRODUCTION

- 1.1 This report is issued to assist the Authority in discharging its responsibilities in relation to the internal audit activity.
- 1.2 The Public Sector Internal Audit Standards requires the Chief Audit Executive to report to the Audit Committee on the performance of internal audit relative to its plan, including any significant risk exposures and control issues.
- 1.3 To comply with the above this report includes:
 - Any significant changes to the approved Audit Plan;
 - Progress made in delivering the agreed audits for the year;
 - Any significant outcomes arising from audits; and
 - Performance Indicator outcomes to date.

2. SIGNIFICANT CHANGES TO THE APPROVED INTERNAL AUDIT PLAN

- 2.1 Since the plan's approval in March 2023, there have been no significant changes to the approved internal audit plan.

3. PROGRESS MADE IN DELIVERING THE AGREED AUDIT WORK

- 3.1 The current position in completing audits to date within the financial year is shown in **Appendix 1**.
- 3.2 In summary, 72 out of 176 days of programmed work have been completed, equating to 41% of the Internal Audit Plan for 2023/24.

4. THE OUTCOMES ARISING FROM OUR WORK

- 4.1 On completion of each individual audit an assurance level is awarded using the following definitions:

Substantial Assurance: Based upon the issues identified there is a robust series of suitably designed internal controls in place upon which the organisation relies to manage the risks to the continuous and effective achievement of the objectives of the process, and which at the time of our review were being consistently applied.

Reasonable Assurance: Based upon the issues identified there is a series of internal controls in place, however these could be strengthened to facilitate the organisation's management of risks to the continuous and effective achievement of the objectives of the process. Improvements are required to enhance the controls to mitigate these risks.

Limited Assurance: Based upon the issues identified the controls in place are insufficient to ensure that the organisation can rely upon them to manage the risks to the continuous and effective achievement of the objectives of the process. Significant improvements are required to improve the adequacy and effectiveness of the controls to mitigate these risks.

No Assurance: Based upon the issues identified there is a fundamental breakdown or absence of core internal controls such that the organisation cannot rely upon them to manage risk to the continuous and effective achievement of the objectives of the process. Immediate action is required to improve the controls required to mitigate these risks.

- 4.2 Recommendations made on completion of audit work are prioritised using the following definitions:

Urgent (priority one): Fundamental control issue on which action to implement should be taken within 1 month.

Important (priority two): Control issue on which action to implement should be taken within 3 months.

Needs attention (priority three): Control issue on which action to implement should be taken within 6 months.

4.3 In addition, on completion of audit work “Operational Effectiveness Matters” are proposed, these set out matters identified during the assignment where there may be opportunities for service enhancements to be made to increase both the operational efficiency and enhance the delivery of value for money services. These are for management to consider and are not part of the follow up process.

4.4 During the period covered by the report Internal Audit has issued two reports: -

Audit	Assurance	P1	P2	P3
NN2412 Land Charges	Limited	2	3	7
NN2404 Procurement and Contract Management	Reasonable	0	3	3

4.5 The Executive Summaries of these reports are attached at **Appendix 2**, full copies of the reports can be requested by Members.

4.6 As can be seen in the table above and as a result of these audits 18 recommendations have been raised by Internal Audit. In addition, four Operational Effectiveness Matters have been raised for management’s consideration.

5. FOLLOW UP OF AGREED AUDIT RECOMMENDATIONS

5.1 In addition to providing the Committee with the performance of internal audit relative to its plan, the Public Sector Internal Audit Standards also require the Chief Audit Executive to establish a process to monitor and follow up management actions to ensure that they have been effectively implemented or that senior management have accepted the risk of not taking action.

5.2 To comply with the above this report includes the status of agreed actions.

5.3 As a result of audit recommendations, management agree action to ensure implementation within a specific timeframe and by a responsible officer. The management action subsequently taken is monitored by the Internal Audit Contractor on a regular basis and reported through to the Committee. Verification work is also undertaken for those recommendations that are reported as closed.

5.4 **Appendix 3** to this report shows the details of the progress made to date in relation to the implementation of the agreed recommendations. This appendix also reflects the year in which the audit was undertaken and identifies between outstanding recommendations that have previously been reported to this Committee and then those which have become outstanding this time round. A total of 50 recommendations are currently being monitored of which 29 are outstanding. Twenty-one recommendations are not yet due for completion. Of the 29 which

are outstanding, five are classified as a 'urgent priority', eight as an 'important priority' and 16 as 'needs attention'.

5.5 **Appendices 4, 5, 6, 7 and 8** provide the committee with details of urgent and important priority recommendations that are overdue by the year in which they were raised. Management responses and a new deadline have been indicated for each where available.

APPENDIX 1 – PROGRESS IN COMPLETING THE AGREED AUDIT WORK 2023/24

Audit Area	Audit Ref	No. of days	Revised Days	Days Delivered	Status	Assurance Level	Recommendations				Date to Committee
							Urgent	Important	Needs Attention	Op	
Quarter 1											
Land Charges	NN2412	12	12	12	Final report issued 28 September 2023	Limited	2	3	7	3	Dec 23
TOTAL		12	12	12							
Quarter 2											
Procurement and Contract Management	NN2404	15	15	15	Final report issued 14 November 2023	Reasonable	0	3	3	1	Dec 23
TOTAL		15	15	15							
Quarter 3											
Risk Management	NN2401	5	5	0	Moved to Q4.						
Complaints and FOIs	NN2402	12	12	10	Draft issued 23 November 2023						
Accountancy Services	NN2405	16	16	1	APM to be drafted.						
Accounts Payable	NN2406	10	10	8	APM issued on 19 October 23. Fieldwork in progress.						
Accounts Receivable	NN2407	10	10	2	APM issued on 17 October 23. Fieldwork start date still to be agreed.						
Income	NN2408	8	8	2	APM issued on 17 October 23. Fieldwork start date still to be agreed.						
Civil Contingencies and Business Continuity	NN2411	12	12	8	APM issued on 8 September 23. Fieldwork in progress.						
TOTAL		73	73	31							
Quarter 4											
Key Controls and Assurance	NN2403	15	15	0							
Housing Strategy, Homelessness and Housing O	NN2409	12	12	0							
Coastal Management	NN2410	12	12	0							
Property Services - Operational	NN2413	12	12	0							
TOTAL		51	51	0							
IT Audits											
Service Desk	NN2414	10	10	6	APM issued 19 October 2023. Fieldwork in progress.						
Post-Implementation Finance System Review	NN2415	5	5	4	Draft issued on 26 September 2023. Responses being chased.	Limited	3	2	0	0	
TOTAL		15	15	10							
Follow Up											
Follow Up	N/A	10	10	4							
TOTAL		10	10	4							
TOTAL		176	176	72			5	8	10	4	
Percentage of plan completed				41%							

APPENDIX 2 – AUDIT REPORT EXECUTIVE SUMMARIES 2023/24

Executive Summary – NN2412 Land Charges

OVERALL ASSESSMENT
<p>The diagram shows a circular gauge with four segments: green for 'SUBSTANTIAL ASSURANCE', yellow for 'REASONABLE ASSURANCE', orange for 'LIMITED ASSURANCE', and red for 'NO ASSURANCE'. The orange segment is highlighted, indicating the current assurance level. The gauge is surrounded by the text 'Assurance to effective governance, risk and control processes'.</p>
ASSURANCE OVER KEY STRATEGIC RISK / OBJECTIVE
<p>The audit has sought to provide assurance over the following key risks: “Delays with or inaccurate transfer of data to Land Registry and loss of income”.</p>

KEY STRATEGIC FINDINGS
<p> Sample testing on land charge searches indicated that invoices had not been raised for April 2023 onwards, thus, increasing the risk of irrecoverable debts and financial loss to the Council.</p>
<p> Income reconciliations between searches recorded on the Total Land Charges (TLC) system and financial reports, are not independently checked and signed off. Reconciliations to the General Ledger have not been conducted since January 2018.</p>
<p> The Council is currently in the first phase of the transfer of responsibility for land charge searches to Land Registry. An initial meeting between the Council and Land Registry took place on 23rd May 2023, with a further meeting held on 18th July 2023 to discuss potential IT input, and legal agreements. The Council remains on track with the current timeline with the legal team in the process of reviewing the collaboration contract, and the next stage being to undertake IT connectivity checks in preparation for transferring the sample dataset.</p>
<p> For both land charge alterations and land charge searches it was noted that no independent checks are in place to provide assurance of accuracy.</p>
GOOD PRACTICE IDENTIFIED
<p> The Council intends to implement a payment on submission process; a pre-payment, in which only card payments will be accepted, thus streamlining the process and mitigating financial risks that have been highlighted in this report, including the risk of arrears, when implemented.</p>

SCOPE

This area had not been audited since 2017/18. The service must transfer to Land Registry in next two years. This audit sought to provide assurance that actions are progressing to ensure the accuracy of the local land charge register prior to its transfer to the Land Registry. The audit has evaluated the process for additions, amendments and deletions and has provided assurance on the management of income.



The service currently utilises a team plan to identify tasks which require undertaking or may need completing in the future and ensures a focus on completion of the required actions within a specified timeframe.

ACTION POINTS

Urgent	Important	Needs attention	Operational
2	3	7	3


OVERALL ASSESSMENT





ASSURANCE OVER KEY STRATEGIC RISK / OBJECTIVE


The audit has sought to provide assurance over the following key risk: "Financial loss and reputational risks due to poor procurement, not achieving value for money and not complying with procurement legislation".

KEY STRATEGIC FINDINGS

- 


There is a need to ensure the most up to date version of the Contracts register is published quarterly on the Council's website and complies with the requirements of the Local Government Transparency Code 2015.
- 

Transactions over £15k are reviewed on an annual basis, in order to: ensure a contract is in place; reduce the threshold and to look at cumulative spend, rather than individual transaction amounts; provide improved control over compliance with Contract Procedure Rules (CPRs) and the requirement to publish all contracts with a value greater £5k.
- 

Testing confirmed that procurements were being processed in accordance with Contract Procedure Rules (CPRs) and other procurement regulations, however appropriate evidence should be retained of who made the decision to award. Minor improvements have been raised to strengthen the CPRs.
- 

Exemptions are justified, documented, formally approved and reported quarterly to the Governance, Risk and Audit Committee. Contracts appearing in the Contracts Register which are nearing expiration are regularly reviewed and action taken accordingly.

GOOD PRACTICE IDENTIFIED

- 

The sustainability score in tender evaluations has been raised from 5% to 10% to support the Council's Environmental Charter and objective to reach net zero carbon emissions by 2030.

SCOPE

Strategic risks have been raised relating to contract failure and poor procurement. An assurance audit in this area has not been carried out since 2019/20. This audit has evaluated compliance with the Council's Contract Standing Orders and the Public Contract Regulations 2015.

ACTION POINTS

Urgent	Important	Needs Attention	Operational
0	3	3	1

APPENDIX 3 – STATUS OF AGREED INTERNAL AUDIT RECOMMENDATIONS

Audit Year	Audit Name	1	2	3	Total Outstanding as at 30/11/23
2019/20	- Planning Applications and Development Management		1		1
	Total		1		1
2020/21	Procurement Contract Management		1		1
	Total		1		1
2021/22	Accounts Receivable			2	2
	Environmental Health		1		1
	Key Controls and Assurance		2		2
	Waste Management		2		2
	Total		5	2	7
2022/23	Building Control			1	1
	Corporate Health and Safety			5	5
	Council Tax and National Non-Domestic Rates			1	1
	Development Management includes planning applications			1	1
	ICT-Disaster Recovery			2	2
	Key Controls and Assurance	4			4
	Total	4		10	14
2023/24	Land Charges	1	1	3	5
	Procurement and Contract Management			1	1
	Total	1	1	4	6
Total	5	8	16	29	

The following audits in the table above were assigned a 'limited' overall assurance opinion: -

- 2022/23 - Key Controls and Assurance

The following audits in the table above were assigned a 'substantial' overall assurance opinion: -

- 2022/23 – Council Tax and National Non-Domestic Rates
- 2012/22 - Accounts Receivable

The other audits listed in the table above were assigned an overall opinion of 'reasonable'.

There are further 21 recommendations which are not yet due for completion as detailed in the table below: -

Audit Year	Audit Name	1	2	3
☐ 2022/23	ICT-Disaster Recovery		1	
	Key Controls and Assurance		7	1
	Total		8	1
☐ 2023/24	Land Charges	1	2	4
	Procurement and Contract Management		3	2
	Total	1	5	6
Total	1	13	7	

APPENDIX 4 – OUTSTANDING INTERNAL AUDIT RECOMMENDATIONS – 2019/20

Audit	Recommendation	Priority	Responsible Officer	Due Date	Revised Due Date	Number of times revised	Status	Latest Response
NN2009 Planning and Development	Recommendation 2: Response time targets and fees for pre-application work be reviewed, to ensure that they enable good quality, timely responses to be provided to applicants.	Important	Head of Planning; Development Manager	31/10/2020	31/3/24	8	Outstanding	Review taking place as part of Planning Service Improvement Plan, which will be completed by the end of the 23/24 financial year. A review of the system has started, following discussions with Portfolio Holder and Applicants and Agents Forum.

APPENDIX 5 – OUTSTANDING INTERNAL AUDIT RECOMMENDATIONS – 2020/21

Audit	Recommendation	Priority	Responsible Officer	Due Date	Revised Due Date	Number of times revised	Status	Latest Response
NN2107 Procurement and Contract Management	That Management review and update the Business Continuity Plan, and other relevant policies in light of the COVID response, including reference to review of contracts.	Important	Civil Contingencies Manager; Director of Resources	31/08/2021	31/12/2023	5	Outstanding	Progress on this task has been delayed due to sickness absence. The Corporate Business Continuity plan is being fully revised. It uses some data from the Business Impact Analyses in each service area. The majority of the Business Impact Analysis documents sent to service managers in May 2023 have been returned and these have been internally audited. Some BIAs are still outstanding and there are some changes to NNDC-Critical activities that need to be agreed with senior managers. The Corporate Business Continuity plan will go to GRAC in December 2023.

APPENDIX 6 – OUTSTANDING INTERNAL AUDIT RECOMMENDATIONS – 2021/22

Audit	Recommendation	Priority	Responsible Officer	Due Date	Revised Due Date	Number of times revised	Status	Latest Response
NN2213 Waste Management	Recommendation 1: Review and update the Inter Authority Agreement to ensure that it is clear in terms of managing relations between all three member Authorities to reflect the operational status of the contract. In particular, this should include agreement on the principles which underpin how the contract should be managed for the benefit of all of the Councils, and on mechanisms for resolving disagreements between the Authorities if they arise.	Important	Director of Communities	29/07/2022	31/12/2023	5	Outstanding	<p>The initial drafting of the revised Inter-Authority Agreement (IAA) has been completed by officers at Breckland Council and shared with the Borough Council of King's Lynn and West Norfolk and North Norfolk District Council for comments or agreement. Eastlaw have been asked to provide a view on the IAA as drafted, with a response expected in the near future. Once agreement is reached at an officer level then the route to adopt across all three councils will be agreed.</p> <p>The revised Inter Authority Agreement has been subject to comments from the respective legal departments of the Authorities. This feedback is being incorporated into a final draft which will be taken through the relevant committee processes by each constituent Council.</p> <p>Given the complexity of agreeing a tri-district document it is suggested that a realistic completion date for the adoption of the IAA is 30th November 2023 – now extended to end of Dec 23..</p>
NN2213 Waste Management	Recommendation 2: Obtain regular assurances that Serco complies fully with its complaints procedure and that there is audit trail to evidence this. Any non-compliances should be formally raised through the Operational Board meeting. A quarterly report should be made to the Contract Management Board by Serco along with details of corrective action taken.	Important	Environmental Services Manager	29/07/2022	31/3/2024	4	Outstanding	<p>Performance within the Serco customer contact centre has continued to see improvements. The high workload and staff shortages within the team over the last few months has meant it has not yet been possible to further implement a complaint monitoring system as had been intended. With the team now back to full strength, it is hoped this will be progressed within the next few months. Due date has therefore been updated to end March 2024.</p>

Audit	Recommendation	Priority	Responsible Officer	Due Date	Revised Due Date	Number of times revised	Status	Latest Response
NN2202 Key Controls and Assurance	Recommendation 4 – All monthly bank reconciliations to be completed and reviewed promptly at the end of each month.	Important	Group Accountant	29/07/2022	31/12/2023	4	Outstanding	The team are still looking at undertaking bank reconciliations within the new Financial Management System (FMS). As a temporary measure some reconciliations are being done monthly (manually).
NN2202 Key Controls and Assurance	Recommendation 3 – North Norfolk DC to ensure it receives 40% of income from the issuing Penalty Charge Notice (PCN) as per the terms of the contract with Council of Kings Lynn & West Norfolk and this can be clearly evidenced.	Important	N/A	25/5/2022	30/9/2023	-	Outstanding	At this time, we have no independent way of checking income generated from Penalty Charge Notices as they do not form part of the car park software. Looking into how we could independently verify this information is something that we would be prepared to do, however it is not something that we would have the capacity to take on in the short to medium term. Based on this, at this moment in time, the Council has to except the associated risk.
NN2214 Environmental Health	Recommendation 2: The Council to ensure that all licence fee income has been correctly accounted for and that there is agreement between Assure and eFinancials.	Important	Environmental Services Manager and Public Protection & Commercial Manager	30/06/2022	31/3/2024	3	Outstanding	The recommendation is not yet complete. We have made further progress with establishing a new system for managing licensing fee income due and reconciling this information between the Licensing database and finance systems. It is anticipated that this system will be implemented by November for all 'new' annual fees due from that point. We have contacted licence holders with potentially outstanding historical fees and requested that either payment is made or evidence of historic payment is provided (to account for income received that was not able to be reconciled with a specific licence holder in the database). There is still further work to be completed on both aspects of this recommendation but anticipate this will be completed by March 2024. As noted in previous updates, this is a resource intensive exercise and will require additional staffing support to enable completion within the timescales suggested.

APPENDIX 7 – OUTSTANDING INTERNAL AUDIT RECOMMENDATIONS – 2022/23

Audit	Recommendation	Priority	Responsible Officer	Due Date	Revised Due Date	Number of times revised	Status	Latest Response
NN2302 Key Controls and Assurance	Management to ensure that all Bank Accounts are promptly reconciled each month, including retrospective reconciliations for those still outstanding. Risk: Imbalances / errors between the bank and the Council's records in the Council's may not be promptly identified and investigated.	Urgent	Director for Resources	31/10/2023	N/A	0	Outstanding	No updated response provided
NN2302 Key Controls and Assurance	Management to ensure that monthly reconciliations of Council Tax and NNDR revenues to the General Ledger for the period since implementation of the new Finance system, are undertaken as soon as practically possible. Reconciliations to be completed promptly (within a month of the month-end), thereafter.	Urgent	Director for Resources	31/10/2023	N/A	0	Outstanding	No updated response provided
NN2302 Key Controls and Assurance	Management should ensure that:- all investments made are appropriately authorised; - reconciliations of Treasury records to GL are subject to independent, evidenced, reviews.	Urgent	Director for Resources	31/10/2023	N/A	0	Outstanding	No updated response provided
NN2302 Key Controls and Assurance	Ensure that a process is put in place to ensure that controls for independently confirming amendments to supplier details are made consistently and with supporting evidence retained. System notes should include the details of who performed the check	Urgent	Director for Resources	31/10/2023	N/A	0	Outstanding	No updated response provided

Audit	Recommendation	Priority	Responsible Officer	Due Date	Revised Due Date	Number of times revised	Status	Latest Response
	and the sources used e.g. internet search, telephone number stored on the finance system, use of original details for setting up the supplier.							
NN2314 Development Management includes planning applications	A reconciliation of planning fee income to be undertaken between the planning system and finance system. Risk: Without a reconciliation, there is a greater risk of income not being received or being misallocated.	Important	Assistant Director and the Planning Manager & Development Manager	20/3/2023	N/A	N/A	No longer appropriate	Recommendation not agreed. Management comments: The Assistant Director and the Planning Manager would question whether the priority grading of this action has been over-stated at 2 'Important'. Whilst there is not an 'automatic' reconciliation process in place, manual reconciliation reviews are in place and this significantly diminishes the risk. A priority grading of 3 'Needs Attention' would seem more appropriate and proportionate for this action. Audit Comment - Due to both the planning system and the finance system being new we strongly recommend that at least one reconciliation is undertaken for fee income. Thereafter if no errors are identified the team may take the decision to rely on regular manual reconciliation controls.

APPENDIX 8 – OUTSTANDING INTERNAL AUDIT RECOMMENDATIONS – 2023/24

Audit	Recommendation	Priority	Responsible Officer	Due Date	Revised Due Date	Number of times revised	Status	Latest Response
NN2412 Land Charges	Reconciliation between the Crystal report and card / BACS payments to be uploaded to the Council's systems, along with supporting evidence and be subject to independent review. Under no circumstances should copies of reconciliations or supporting evidence, be retained off site.	Urgent	Team Leader	31/10/2023	N/A	0	Outstanding	No updated response provided
NN2412 Land Charges	All additions, amendments and deletions to the local land charge register be independently checked and verified for completeness and accuracy.	Important	Team Leader	31/11/2023	N/A	0	Outstanding	No updated response provided

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Civil Contingencies Annual Report	
Executive Summary	The Civil Contingencies Team and the wider council has continued to discharge its responsibilities under the Civil Contingencies Act, 2004.
Options considered	This is a briefing report only.
Consultation(s)	N/A – briefing report.
Recommendations	To note the report and the council’s contributions to the Norfolk Resilience Forum and the response to incidents. That the work of the flood warden teams is formally acknowledged.
Reasons for recommendations	A better understanding of the challenges in the past year and the role of the Norfolk Resilience Forum in emergency preparedness planning and incident response will help to discharge our obligations under the Civil Contingencies Act, 2004.
Background papers	NNDC Resilience Training Plan

Wards affected	All
Cabinet member(s)	Callum Ringer
Contact Officer	Alison Sayer, Resilience Manager, 01263 516269, alison.sayer@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	N/A
Medium Term Financial Strategy (MTFS)	N/A
Council Policies & Strategies	Corporate Risk Register

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	No
Details of any previous decision(s) on this matter	N/A

1. Purpose of the report

To report on the activity of the Civil Contingencies Team specifically:

- 1.1 Activities related to the Civil Contingencies Act, 2004

- 1.2 North Norfolk Safety Advisory Group
- 1.3 Staffing Changes

2. Introduction & Background

The Civil Contingencies Act, 2004 ('the Act') sets out a number of duties around emergency preparedness and response. As a Category 1 Responder under the Act, North Norfolk District Council has a duty to assess risk, put emergency plans in place and to share information and cooperate with other local responders. In respect of emergency preparedness planning this is generally achieved through the Norfolk Resilience Forum (NRF) with an annual programme of multi-agency meetings, plan reviews and a training and exercising programme. There are weekly Risk and Information Group meetings which look at risks for the next 14 days and horizon scan for the upcoming couple of months. During multi-agency or cross-border incident response the Norfolk Resilience Forum (NRF) provides a duty officer and supports with the establishment of coordination arrangements.

- 2.1 **Norfolk Resilience Forum (NRF)** - The council pays an annual contribution to the NRF to support the forum's day to day running which includes its preparedness planning and response functions. The council's contribution, £2,386 p.a., has stayed the same for the past 10 years but this is likely to change since the NRF Executive Board has asked for a review of the subscription model to ensure that the costs of running the partnership are met. This was to have been discussed on 21 November 2023 but the NRF Executive Board meeting has been postponed until 8 February 2024.
- 2.1 **Risk Assessments** – As noted above, risk assessment is a statutory duty for Category 1 responders under the Act. The NRF Risk Assessment group is the mechanism through which this duty is discharged in Norfolk, using the nationally agreed risk assessment methodology to produce the Community Risk Register. In 2022 the NRF introduced an accelerated programme of Risk Assessment reviews, held fortnightly with a pool of emergency planners from across Norfolk, to deal with the backlog due to the Covid-19 response. The review programme has continued this year and has also reflected changes to the National Risk Register, published in August 2023. Changes include several additional national risks, revised National Planning Risk Assumptions and changes to the assessment methodology. The changes have increased the time it takes to assess each risk.
- 2.2 **Mutual Aid Agreement** - In January 2023 a revised mutual aid agreement between Norfolk local authorities was signed. The document sets out the arrangements for the provision of mutual aid during an emergency.
- 2.3 **Exercises** – There have been four significant exercises in 2023: Exercise Merlin (flooding evacuation re coastal districts, 21 Feb), Exercise Acorn (NRF rehearsal for Mighty Oak, 9 March), Exercise Mighty Oak (national power outage exercise 29-31 March) plus a local flood warden exercise on 20 September at Eccles (flooding evacuation). These are noted in the NNDC Resilience Training Plan.
- 2.4 **Severe weather and flooding** – flooding accounts for the majority of incident response this past year, with multiple flood alerts and warnings received until March and then, unusually, from August onwards. Significant internal flooding

was experienced by properties in Sheringham and Bodham over the night of 2-3 October and NNDC has been liaising with Norfolk County Council, the Lead Local Flood Authority, and participating in Norfolk Strategic Flood Alliance (NSFA) meetings. North Norfolk was less affected by Storms Babet and Ciaran than other parts of the county but several of our Broads communities are feeling the cumulative after-effects of these named storms and the subsequent rainfall, Spring Tides, tidal locking events and neap tides that have minimised natural drainage. Work is ongoing with the NSFA and the Broadland Futures Initiative on long term solutions to chronic flooding.

- 2.5 Thirty-one separate incidents have been recorded and responded to in the past 12 months, including national response to the 999 system outage, unexploded ordinance and false fire alarm activation as well as flooding.
- 2.6 **Flood defences at Potter Heigham** – in October the Environment Agency (EA) delivered replacement flood boards which slot into place in the defensive wall between Herbert Woods boatyard and Lathams car park as needed. The boards replace ones damaged by a car. A new storage box was also delivered and resited. The volunteer flood warden team at Potter Heigham has been updating on the extent of the flooding in the area and managing the flood boards almost daily from the end of October through November. The team has balanced the need to protect the community with the needs of local businesses and their efforts are very much appreciated. Discussions are ongoing with the EA re supplementing the NNDC flood warden team with their contractor.
- 2.7 **Senior Flood Warden Liaison Group** - Two meetings of the Senior Flood Warden Liaison Group (SFWLG) have been held in the last 12 months and materials have been produced to support communities with high proportions of second homes, to recruit new flood wardens and to support new teams.
- 2.8 The Environment Agency (EA) acknowledges that the intelligence, pictures and videos from the council and coastal and river flood wardens has been very useful to them. At the October SFWLG meeting the EA gave a data collection training presentation to enhance the effectiveness of the data passed across. Coastal data will help to verify the EA's Triton wave over topping model.
- 2.9 The Flood Alert level threshold at Bacton and Walcott has been increased by the EA, which is a vindication of the effectiveness of the Sandscaping project.
- 2.10 **Community engagement** – a few communities have shown interest in developing Community Emergency Plans, this are supported on a one-to-one basis.
- 2.11 **Plans** - The Council's Operational Flood Plan and Rest Centre plans have been updated. Work is currently ongoing to review the NNDC Emergency Response Plan and the Corporate Business Continuity Plan. Progress on these has been affected by the number of incidents.
- 2.12 **North Norfolk Safety Advisory Group** – After a record year in 2022 there has been another small increase in the number of events coming to the Safety Advisory Group. Following changes to events planning at Norfolk Constabulary at the beginning of the year, work is ongoing with the other

Norfolk local authorities and the Police to streamline administrative processes.

3. Financial and Resource Implications

There are no financial and resource implications directly arising from this report.

Comments from the S151 Officer:

-

4. Legal Implications

None – report only

Comments from the Monitoring Officer

-

5. Risks

N/A – report only

6. Net ZeroTarget

No impact – report only

7. Equality, Diversity & Inclusion

No impact – report only

8. Community Safety issues

No impact– report only

9. Conclusion and Recommendations

That the report be noted and a recommendation that the work of the flood warden teams is formally acknowledged.

1. Purpose

A Training Needs Analysis was undertaken following recent reorganisation and changes in staffing which resulted in the loss of several trained members of staff. The output of the analysis has been summarised in the table below showing the training programme.

2. Resilience Training Programme

Course	2022				2023											Notes
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Jun	Jul	Aug	Sep	Oct	Nov	
Rest Centre Management course																1
NRF/National Power Outage Exercises																2
NRF Exercise Merlin - flooding evac																3
OOH Duty Officer - Refresher / Recap																4
NRF Local Coordination Group training																5
NRF Tactical Coordination Group trng.																6
NRF Winter Assurance																7
Flood warden evac exercises																8
MCA Counter Pollution Course																9

3. Notes

Note	Course	Description	Who Attends	Cost
1	Rest Centre Management	<ul style="list-style-type: none"> Definition of a rest centre Why they are needed How they are managed Key roles and activities (Aim to evaluate for potential in house training)	Rest Centre Managers / Resilience Manager	Free EPC course via NRF
2	NRF Power Outage Exercises	<ul style="list-style-type: none"> Norfolk rehearsal power outage exercise 9 March National exercise 'Mighty Oak' 29-31 March 	Chief Executive/ Director / Assistant Directors	No cost as exercise

Note	Course	Description	Who Attends	Cost
3	NRF Exercise Merlin	<ul style="list-style-type: none"> To raise awareness of local evacuation and flood arrangements with emergency responders To review how door knocking information is collected in Coastal Districts, and identify whether processes can be made more efficient and effective To practice the data inputting process from Local Coordination Groups (LCG's) into the evacuation cell To agree how evacuation data should be reported and presented into LCG, TCG and SCG to support effective decision making To provide updates for the NRF Evacuation and Shelter Plan in readiness for completion. 	Environmental Protection Officer / Resilience Manager	No cost as exercise
4	OOH Duty Officer - Refresher / Recap	<ul style="list-style-type: none"> Out of hours duty officer procedures recap and info for new officers 	Duty Officers / Resilience Team	No cost
5	NRF Local Coordination Group	<ul style="list-style-type: none"> Understand the roles, responsibilities and objectives of the LCG Pre work includes integrated emergency management and NRF structure/partner agencies 	NNDC Managers nominated because of their role in operational response / Resilience Manager	NRF membership allows 2 free spaces. £150 thereafter.
6	NRF Tactical Control Group training	<ul style="list-style-type: none"> Define the roles, responsibilities and objectives of the TCG and NRF partner agencies during a major incident. Explain and exercise the command, control and coordination structure for tactical management of a major emergency. 	Assistant Directors	NRF membership allows 2 free spaces. £150 thereafter.
7	NRF Winter Assurance	<ul style="list-style-type: none"> Oct 2022 scenario 1: contagious disease outbreak, scenario 2: industrial action, scenario 3: low temperatures & heavy snow, scenario 4: rolling power outages Sep 2023: Escalating concurrent issues Service managers called in to assist as needed 	Resilience Manager / Assistant Director / service managers	NRF membership allows 2 free spaces. £150 thereafter.
8	Flood warden evac exercises	<ul style="list-style-type: none"> Testing procedures, roles and information recording Use with evac portal 	Senior Flood Wardens, Flood Wardens / Resilience Manager	No cost as exercise

Note	Course	Description	Who Attends	Cost
9	LA01 – National Training Course on Oil Pollution, Contingency Planning and Response	<ul style="list-style-type: none">• A three day training course run by the Maritime & Coastguard Agency for maritime local authority managers and supervisors involved in contingency planning and oil spill response• Overview of oil pollution response and how LA roles and responsibilities fit into the National Contingency Plan.	Assistant Director / supervisors needing a refresh	No cost from MCA, just general expenses

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Agenda Item 10

Risk Register	Coastwise - Programme	Strategic Risk Register									
Last Reviewed:	03.10.23										
Ref	Category	Risk Title	Risk Description	Current risk			Actions/Mitigating	Mitigated risk			Owner
				Likelihood	Impact	Risk Score		Likelihood	Impact	Risk Score	
P1	Political	Delays in local decisions	Large/major project/programme decisions being delayed by members/cabinet/processes	2	3	6	Member Briefing Portfolio Holder Support Wider Member engagement Updates to business Planning meetings Good PR/Comms Capitalise on wins Clear work programme Cross Party sharing of information Powers delegated in advance where appropriate	2	2	4	Board
P2	Political	Competing priorities	Local competing priorities (thematic or geographic) reduce priority in Council for coastal transition	1	1	1	Included in Corporate Plan and Action Plan Keep members and CLT updated	1	1	1	Board/SOSG
P3	Political	Negative PR	Negative PR is received about coastal transition locally or nationally - due to events, disparity in defended and undefended areas etc.	3	4	12	Transparent messaging Local engagement across district (beyond the coast) Comms and Engagement Strategy Engagement with local, national and international interests	2	3	6	Comms
P4	Political	Politicisation of Coastal Transition	Coastwise or Coastal Transition becomes a political topic, absorbing capacity, ability to deliver and impacting on communications.	3	3	9	Open transparent messaging Updates provided to all member groups	2	3	6	Board
P5	Political	Parish/local engagement	Parish Councils and local groups unable to engage effectively	3	2	6	Comms and Engagement plan and actions Clear messages Development of coastal literacy materials Open, honest, transparent and empathetic communications	2	2	4	Team
P6	Political	Reputation	Coastal transition and decision surrounding transition are unpopular, impacting on reputation	2	3	6	Communications and Engagement Strategy and actions Coastal Literacy development Ongoing communications	2	2	4	Team
P7	Political	National Programme governance changes	DEFRA/EA changes to personnel change the scope of the programme	2	4	8	Ongoing engagement in Working Party Ongoing relationship building with civil servants/representatives Timely responses to national programme evaluation	2	3	6	RG/MF
P8	Political	National Programme governance restrictions	EA/DEFRA programme parameters restrict outputs and actions	2	4	8	Ongoing engagement in Working Party Ongoing relationship building with civil servants/representatives	2	3	6	RG/MF
P9	Political	Elections (local or national)	Elections change direction of politics, priorities and funding for Coastwise	3	3	9	Remain engaged with DEFRA/EA on governance structures. New council representatives and new MPs are adequately briefed about the project benefits. Regular briefings are scheduled to update on project progress. Site visits to pilot sites are offered as needed. Project governance structure reflects changes in councillors and MPs.	3	3	9	RG/MF/Comms
P10	Political	Coastal minister	Minister appointed to the coast	2	1	2	Engagement with LGA Coastal SIG	2	1	2	SOSG
P11	Political	Changes to local government governance	Local government restructure change local government delivery capabilities	2	2	4	Keep under review. Full support and buy in, cross-party. Robust and approved LA Project governance structure.	2	2	4	Sponsor
P12	Political	Issues compete nationally for central government support	Government funding becomes diverted to other causes	2	2	4	Continued engagement with MPs and DEFRA. Central government have acknowledged the need to act on climate change. This is evidenced in the Government Policy Statement and FCERM 2050 strategy and action plan and through the signing of the Glasgow Climate Pact.	2	2	4	Team
P13	Political	Changes in government direction on adaptation	National priorities on transition / adaptation / resilience may change impacting current/future funding.	3	4	12	Monitor political climate Seek to progress and deliver	3	4	12	Team
P14	Political	Planning Reforms	Changes to policies could over time impact on the learning generated by CTAP using current policies for rollback and relocation, repurposing and funding and financing.	2	2	4	Part of CTAP will potentially consider future scenarios and possible improvements to planning policies.	2	2	4	RG
E1	Economic	Cashflow	Delays between expenditure and receiving income	2	2	4	Regular financial monitoring and requests for funding	2	2	4	Finance
E2	Economic	Meeting programme financial projections	Unable to spend allocated funds in projected years resulting in loss of funding	4	4	16	Ongoing and timely discussions and updates with EA Ongoing monitoring of financial forecast and programme	3	4	12	SOSG
E3	Economic	Inflation	Cost increase leading to a need to descope work	3	3	9	Details of works are identified with communities/sectors as programme progresses	3	3	9	Board
E4	Economic	Bankruptcy	NNDC goes bankrupt	1	5	5	Good financial arrangements in place at NNDC In such a scenario Ministers would take direct control - Coastwise is 100% externally funded	1	3	3	Sponsor
E5	Economic	Overspend	Insufficient funds to complete required work	2	4	8	Ongoing financial monitoring Programme budgets reviewed as required Alternative and additional funds to be investigated	1	4	4	Board
E6	Economic	Compensation Claims	Projects result in compensation claims	2	2	4	Legal aspects and risk of compensation considered in project and action delivery	1	2	2	Team

E7	Economic	Mishandling of funds	Activities do not management funds withing LA guidelines leading to negative audit / loss of reputation/ loss of funds	2	4	8	Advice and guidance sought as programme progresses Good record keeping Financial representative on Board	1	4	4	Sponsor
E8	Economic	Contingency	Contingency funds are not utilised leading to loss of opportunity	3	3	9	Financial Contingency Mitigation Approach for drawdown funds approved in OBC Good financial monitoring	2	2	4	SOSG
E9	Economic	Salary cost changes	Salary negotiations increase costs causing financial impact on the programme	2	2	4	Regular financial monitoring Salary projections include possible uplift	1	2	2	Board
E10	Economic	Recession	Contractors go into administration or unable to offer/access required services	2	2	4	Keep under review	2	2	4	Team
E11	Economic	Limited Additional Finance and Funding identified for long term sustainable coastal transition	Unable to continue to deliver project Outcomes beyond funded period. Limited long term deliverability resulting in reputational impacts and loss of buy in with stakeholders.	2	2	4	Proactive monitoring of national agenda, data collection and open, honest and transparent communication.	2	2	4	RG
S1	Social	Challenge from activists	Coastwise and transition is challenged by activist groups	3	3	9	Communications and Engagement Strategy Prepared messaging and approach to re-enforce need for transition Early engagement with groups once identified to understand challenges raised	3	2	6	Team
S2	Social	Engagement	Communities, sectors, individuals are not interested, do not support or are not willing to engage in transition.	3	4	12	Comms and Engagement plan and actions Clear messages Development of coastal literacy materials Open, honest, transparent and empathetic communications	3	3	9	Team
S3	Social	Engagement	Active resistance of coastal transition and/or practical action proposals	3	4	12	Comms and Engagement plan and actions Clear messages Development of coastal literacy materials Open, honest, transparent and empathetic communications Multiple actions in multiple locations reduce risk of impact to whole programme	3	3	9	Team
S4	Social	Pandemic or major event impacting society	Major disruption due to pandemic or other major event impacting society preventing or limiting progression of programme	2	3	6	National experience in operating in pandemic conditions	2	2	4	Organisation
S5	Social	Knowledge	Limited understanding for the need to delivery Coastwise	2	3	6	Comms and Engagement plan and actions Clear messages Development of coastal literacy materials Open, honest, transparent and empathetic communications Coastal literacy activities to be included in Coastwise delivery Multiple methods of sharing the coastal change message via multiple creative medias to be explored	2	2	4	Team
S6	Social	Unexpected consequences of Coastwise actions	Practical actions and support offered and delivered by coastwise have unintended consequences (e.g. changes to housing market etc)	2	2	4	Keep under review	2	2	4	Team
S7	Social	Disruptive influences (individuals, social media, media, political)	Delays to the programme caused by disruptive actors/action	4	2	8	Ensure broader engagement is sufficient. Respond appropriately where necessary. Consider more focused social media listening. Training the team on social media and enabling view only access. Communications and Engagement Strategy. Team capacity to plan and deliver. Political buy in. Good media information. Social listening.	4	2	8	Team
S8	Social	psychological impacts to community/individuals	Coastal transition has psychological impacts to individuals / communities both positive or negative)	3	3	9	This is a new area of understand. Support research into psychological preparedness to coastal change Empathy and sensitivity required as projects demand and discussions develop Consider further wellbeing support as part of programme delivery	2	3	6	Team
T1	Technical	Loss of staff and knowledge	Key staff move on from Coastwise and NNDC	3	3	9	Team developing to share knowledge beyond a small number of the team Good Project Management Knowledge recording process (MEL)	3	2	6	RG
T2	Technical	Professional services	Unable to access professional advice and support - internal and external	3	3	9	Early internal discussion with teams Use external services if internal services do not have capacity Utilise EA and other frameworks if necessary Publicities tenders and service opportunities	2	3	6	Sponsor
T3	Technical	Land availability	Land required to deliver the scheme is not available or suitable	4	4	16	Seek to understand legal routes to access land that is otherwise unavailable. Be open minded about sites etc. Work with communities to identify land opportunities Early engagement with planning team on suitability	3	4	12	Team
T4	Technical	Skills and knowledge	Staff do not have the skills or knowledge to complete roles	2	3	6	Robust recruitment Onboarding Skill development opportunities Part of learning - Transition is new	2	2	4	RG
T5	Technical	Consenting timescales	With Environmental assessments etc. consenting timescales for activities could be significant and impact on delivery within the programme period	4	4	16	Early identification of sites/actions Work with statutory bodies to minimise delays Seek consultant support	3	4	12	Team

T6	Technical	Access	Some coastal locations have very limited access to deliver construction projects	4	2	8	Awareness of challenges in access when scoping activities and writing timelines	4	2	8	Team
T7	Technical	Challenges with sharing data (3rd Parties) and Intellectual Property Rights (IPR)	Delays and impacts on quality of deliverables. Data Gaps. Missed opportunities surrounding joint funding and project bids.	2	1	2	Development of data sharing knowledge and agreements. Legal team with data sharing knowledge at NNDC, and Ongoing engagements with third parties	2	1	2	RG
L1	Legal	Decisions are ultra vires	Decisions made are ultra vires or legally challenged	2	4	8	Internal governance and procedures operating Ongoing discussion and relationship with EA/DEFRA Legal advice sought as appropriate	2	4	8	Team
L2	Legal	Legal challenges	Legal challenges regarding actions or consequences of programme activities are made by groups or individuals	2	3	6	Resources would be allocated to manage challenges to enable programme to continue Co-creation and engagement throughout programme to seek community input and involvement in solutions. Legal advice sought as programme develops	2	2	4	Team
L3	Legal	Nutrient neutrality	Nutrient neutrality issues are not resolved preventing deployment of some options	4	3	12	Keep under review	4	3	12	Team
L4	Legal	Regulations	Regulations such as Habitat Regulation Assessment, Planning, etc. prevent or significantly delay or add costs to investigating solutions.	3	3	9	Seek to identify issues early to incorporate into project planning. Seek suitable advice as details of the activities develop	3	3	9	Team
L5	Legal	legislation and Local Authority powers	NNDC does not have the powers or legal routes to deliver what is needed	3	2	6	This is all part of the programme learning. Alternative actions would be taken forward	3	2	6	Team
L6	Legal	Planning decisions	Planning decisions prevent preferred actions being delivered	3	4	12	Early engagement with Planning Authority Integration of Planner into the Programme Team Develop knowledge of coastal and transition need with local Members	3	3	9	Team
L7	Legal	Legal ambiguity	Clarity of legal powers, position is unclear leading to delays in progressing actions	3	3	9	Programme to be fleet of foot and if needed reallocate/take new actions forward if significant blocks are present - and record as learning etc.	3	2	6	Team
L8	Legal	GDPR/Data protection	GDPR and data protection regulation are not followed	2	2	4	Legal advice sought as required GDPR training	2	2	4	RG
	Legal	Statutory Designations limit the ability to deliver preferred transition actions	Statutory Designations limit the ability to explore or deliver transition actions or projects, limiting available opportunities	3	3	9	Early agreement with statutory consultees regarding resource requirements. Pre-application engagement. Timely preparation and submission of environmental assessment documents.	3	3	9	Team
L9	Legal	Freedom of Information	FOI requests create resourcing demands or release unhelpful information	2	2	4	FOI training Adequately resourced team	2	2	4	RG
E1	Environmental	Coastal event (surge/storm)	Major surge/storm/cliff failure/spill accelerating transition need and increasing immediate needs	3	3	9	Communications and Engagement Strategy Prepared messaging and approach to re-enforce need for transition	3	2	6	Team
E2	Environmental	International climate event	International climate event raises local/national interest and opinions which may add focus or expectations on Coastwise	2	3	6	Resources in place to react to the risk should it arise Regular communication and engagement and prepared channels to share how Coastwise is part of the solution to such events	2	2	4	Team
E3	Environmental	Environmental impacts of erosion	Erosion creates environmental issues such as spill of hazardous materials	1	2	2	Resources in place to react to the risk should it arise Regular communication and engagement and prepared channels to share how Coastwise is part of the solution to such events	1	2	2	Team
E4	Environmental	Environmental protections	Environmental/Heritage designations or protection slow, complicate or prevent progression of preferred Coastwise activities	3	3	9	Early engagement with statutory agencies once project activities are identified All part of learning for transition	3	2	6	Team

Ref	Category	Risk Title	Risk Description	Current risk		
				Likelihood	Impact	Risk Score
P13	Political	Changes in government direction on adaptation	National priorities on transition / adaptation / resilience may change impacting current/future funding.	3	4	12
E2	Economic	Meeting programme financial projections	Unable to spend allocated funds in projected years resulting in loss of funding	4	4	16
T3	Technical	Land availability	Land required to deliver the scheme is not available or suitable	4	4	16
T5	Technical	Consenting timescales	With Environmental assessments etc. consenting timescales for activities could be significant and impact on delivery within the programme period	4	4	16
L3	Legal	Nutrient neutrality	Nutrient neutrality issues are not resolved preventing deployment of some options	4	3	12

Actions/Mitigating	Mitigated risk			Owner
	Likelihood	Impact	Risk Score	
Monitor political climate Seek to progress and deliver	3	4	12	Team
Ongoing and timely discussions and updates with EA Ongoing monitoring of financial forecast and programme	3	4	12	SOSG
Seek to understand legal routes to access land that is otherwise unavailable. be open minded about sites etc. Work with communities to identify land opportunities Early engagement with planning team on suitability	3	4	12	Team
Early identification of sites/actions Work with statutory bodies to minimise delays Seek consultant support	3	4	12	Team
Keep under review	4	3	12	Team

Likelihood/Probabilty:

- 5 **Very High** Almost certain to materialise > 90% chance
- 4 **High** High likelihood of occurrence 60-90% chance
- 3 **Significant** Significant chance that it might 40-60% chance
- 2 **Low** Could materialise but unlikely 10-40% chance
- 1 **Very Low** Could materialise but highly unli < 10% chance

Impact:

- 5 **Catastrophic** The project would fail
- 4 **Critical** Major impact on the success of the project
- 3 **Moderate** Significant impact on the success of the project
- 2 **Marginal** Some impact on the success of the project
- 1 **Negligible** Insignificant impact on the success of the project

Risk Mapping Chart

		Risk Mapping					
		Likelihood	Low	High	Very High		
Impact			1	2	3	4	5
Low	1	1	2	3	4	5	
	2	2	4	6	8	10	
	3	3	6	9	12	15	
High	4	4	8	12	16	20	
	Very High	5	10	15	20	25	

Low
Moderate
Critical

Impact

		Likelihood				
		Likelihood	Low	High	Very High	
Impact	Likelihood	1	2	3	4	5
Low	1	1	2	3	4	5
	2	2	4	6	8	10
	3	3	6	9	12	15
High	4	4	8	12	16	20
Very High	5	5	10	15	20	25

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Corporate Risk Register

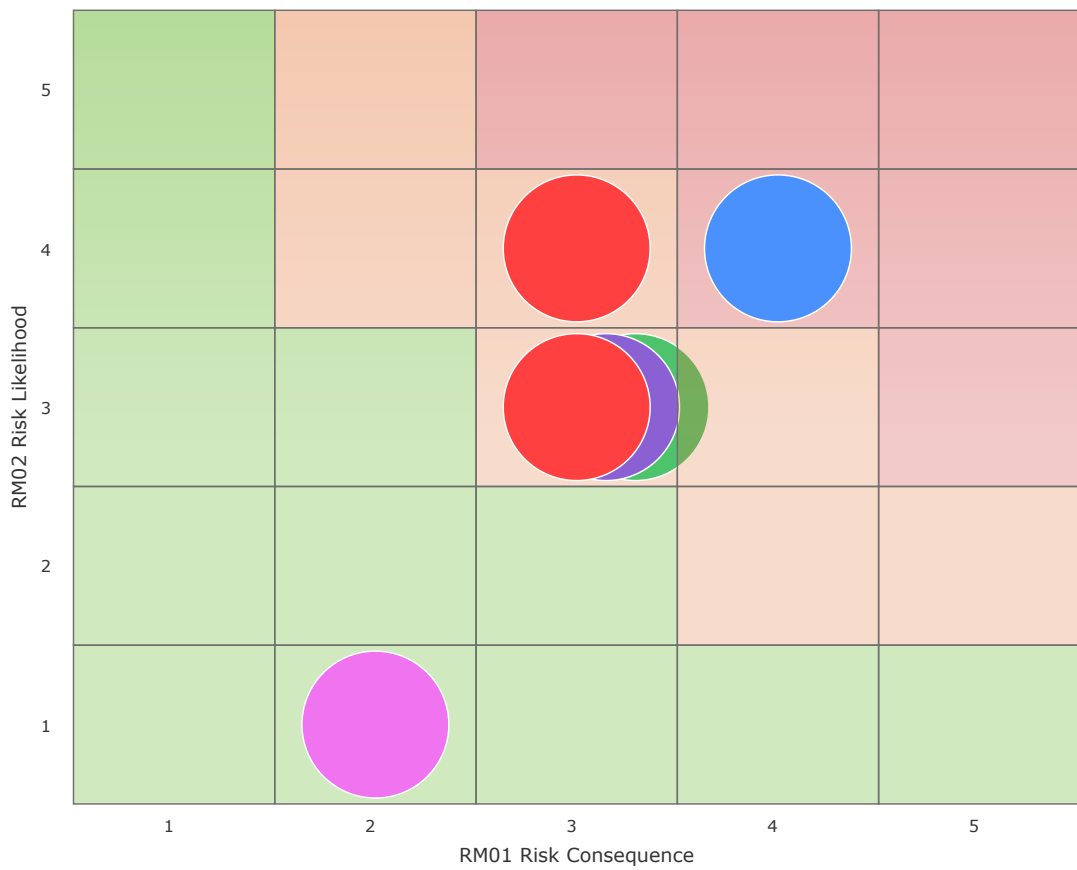
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**NORTH
NORFOLK
DISTRICT
COUNCIL**

Strategic Risk Matrix



- SR 001 Financial (including credit & counterparty)
- SR 002 Operational
- SR 003 Macroeconomic
- SR 004 Strategic
- SR 005 Environment & Social
- SR 006 Governance
- SR 007 Reputation
- SR 008 Corporate project related risks

Since last reporting Cabinet has been presented with the second budget monitoring report for 2023/24 i.e. as at 30 September, with 6 months of the financial having passed. The forecast year-end outturn is now much more pessimistic with a year-end deficit of some £600k now being forecast.

The financial sustainability of the Council is a major risk. There are 3 areas of serious concern which are firstly the annual pay award and cumulative impact into the future. For this year whilst a 5% pay award was included in the budget the actual pay award of £1,925 for each employee, has created a full year budget pressure of £120k. Secondly, the demand led budget for Temporary Accommodation is under significant pressure due to the rising need for temporary accommodation across the district. It is anticipated that this budget alone may be around £600k overspent by the year-end. The Council is not alone in facing this pressure, it has become a national issue and there are many councils in the same position. Thirdly, and perhaps the most considerable risk, due to the uncertainty, is around the future funding streams coming from central government.

Officers are reducing expenditure where they can to try and keep any overspend to a minimum.

Corporate Risks

Each corporate risk (a similar matrix is used for service risks) will be assessed against the following criteria:






Impact Type	Catastrophic 5	Critical 4	Moderate 3	Marginal 2	Negligible 1
Objectives	The key objectives in the Corporate Plan will not be achieved.	One or more Key Objectives in the Corporate Plan will not be achieved.	Significant impact on the success of the Corporate Plan.	Some impact on more than one Service.	Insignificant impact on more than one Service.
Financial Impact (Loss)	Over £1.5m	£500K - £1.5m	£300K - £500K	£20K - £300K	£0-20K

Likelihood ratings and dimensions are tabled below:












Grade	Likelihood	Probability	Timing
5	Very High	Over 90%	Within six months
4	High	60 - 90%	Within a year
3	Moderate	40 - 60%	Within 1 to 2 years
2	Low	10 - 40%	Probably within 15 years
1	Very Low	below 10%	Probably over 15 years

Actions and Performance Measure Keys

Actions - key to symbols

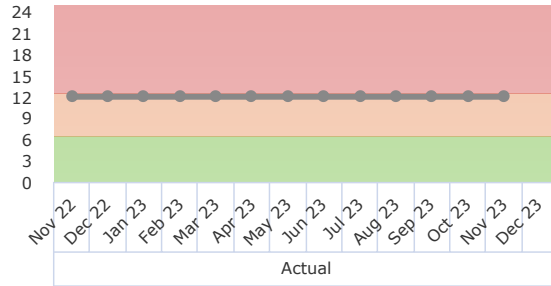
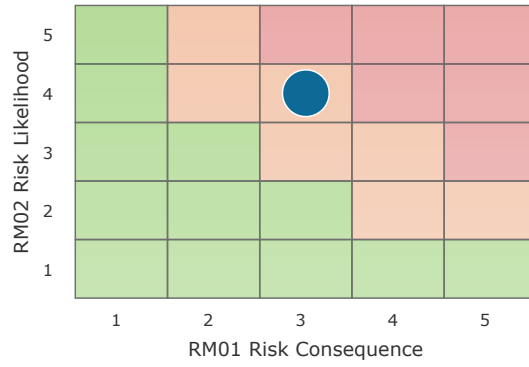
	The action may not be delivered, or may not deliver the planned outcomes, without intervention
	The action will be delivered but adjustments need to be made or the action may not be delivered as planned and/or may not deliver the planned outcomes
	The action is being delivered as planned
	The action has been completed as planned
n/r	Not relevant as the action has previously been completed or is not yet due to start.
	The Start date for the action is in the future
not set	The action is an ongoing activity throughout the life of the Corporate Plan so does not have a set Due Date
?	Missing information

Measures - key to symbols

Key	
Performance	Direction of Change
 Performance better than target	 Value Increasing (Smaller is Better)
 Performance just off target	 Value Decreasing (Smaller is Better)
 Performance worse than tolerance	 Value Increasing (Bigger is Better)
 No information	 Value Decreasing (Bigger is Better)
 Missing comparator	 No change
 No actual value	
- Measure is a quarterly measure so there is no data reported for this month	

SR 001 Financial (including credit & counterparty)

Responsibility	Resources
Risk Description	<p>FINANCIAL: related to the financial position and investment of the Council's assets and cash flow, market volatility, currency etc.</p> <p>Credit and Counterparty: related to investments, loans to institutions and individuals and counterparties in business transactions.</p> <p>Risk - that the Council's expenditure in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.</p> <p>Effect - the Chief Finance Officer has to issue a Section 114 report to Full Council to report an unbalanced budget.</p>
Risk Category	<ul style="list-style-type: none"> ■ A Financial ■ C Credit and counterparty
Risk Response	Treat



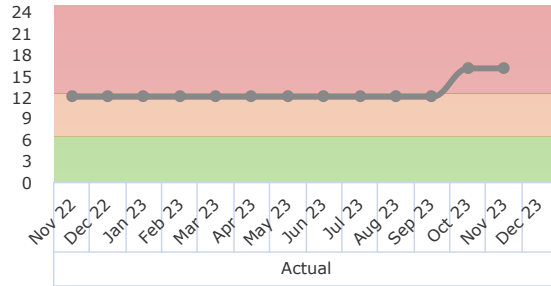
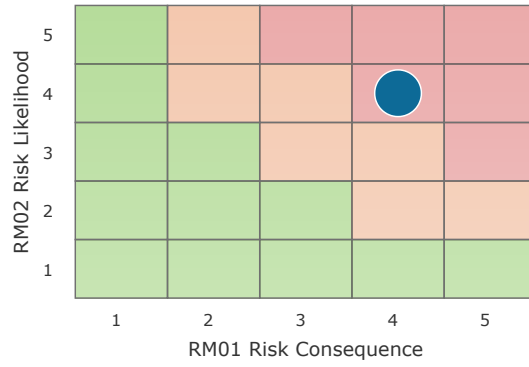
Latest Update

30/11/2023		
SR 001 Financial (including credit & counterparty) : Status	Score	12.00
	Target	4.00
	Performance	●
	Direction of change	➡
	Comments	<p>30/11/2023</p> <p>The risk around budget pressures materialising and becoming overspends at the year end seem more likely and therefore the risk remains high.</p>

30/11/2023		
SR 001 Financial (including credit & counterparty) : RM01 Risk Consequence	Score	3
	Target	2
	Direction of change	➡
SR 001 Financial (including credit & counterparty) : RM02 Risk Likelihood	Score	4
	Target	2
	Direction of change	➡

CR 015 Medium Term Financial Plan

Responsibility	Finance
Risk Description	Forecast funding reductions and shift to local financing from business rates, council tax and new homes bonus - reduced funding to fund current service levels and produce a balanced budget. Use of reserves is not sustainable strategy to bridge income/expenditure funding gaps in the medium to long term.
Risk Category	<ul style="list-style-type: none"> ■ A Financial ■ C Credit and counterparty
Risk Response	Treat



Latest Update

30/11/2023		
CR 015 Medium Term Financial Plan : Status	Score	16.00
	Target	4.00
	Performance	▲
	Direction of change	➡
	Comments	

30/11/2023		
CR 015 Medium Term Financial Plan : RM01 Risk Consequence	Score	4
	Target	2
	Direction of change	➡
CR 015 Medium Term Financial Plan : RM02 Risk Likelihood	Score	4
	Target	2
	Direction of change	➡



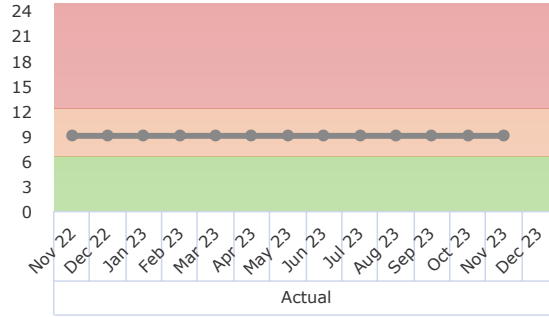
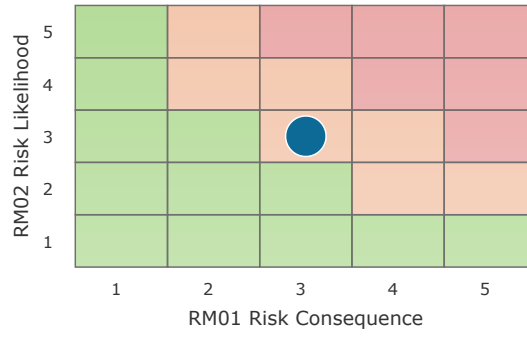
Control, Contingency & Mitigating Actions

Implemented			
	Responsible		Sep 23
<input checked="" type="checkbox"/> Annual review of the Council's reserves	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Balanced budget agreed	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Budget Process / Budget Monitoring	Jeny Carroll	Performance	✔
<input checked="" type="checkbox"/> Business cases for commercialisation of assets to deliver future income and efficiencies	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Corporate Planning / Service Planning	Helen Thomas	Performance	✔
<input checked="" type="checkbox"/> Growth forecasting models	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Lobbying Central Government	Steve Blatch	Performance	✔
<input checked="" type="checkbox"/> Medium Term Financial Strategy	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Monitoring impact of the business rates retention	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Policy Work	Steve Blatch	Performance	✔
<input checked="" type="checkbox"/> Reporting - New legislation and consultation	Helen Thomas	Performance	✔
<input checked="" type="checkbox"/> Timely agreement of the annual Localised Council Tax Support Scheme	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Utilisation of the New Homes Bonus grant within the base budget for 2018/19 onwards	Tina Stankley	Performance	✔

Outstanding			
This report does not contain any data			

SR 002 Operational

Responsibility	Resources
Risk Description	<p>OPERATIONAL: related to operational exposures within its organisation, its counterparties, partners and commercial interests.</p> <p>Risk - operational issues prevent or hinder the achievement of the Council's aims.</p> <p>Effect - the Council does not achieve it's operational or strategic aims.</p>
Risk Category	D Operational
Risk Response	Treat



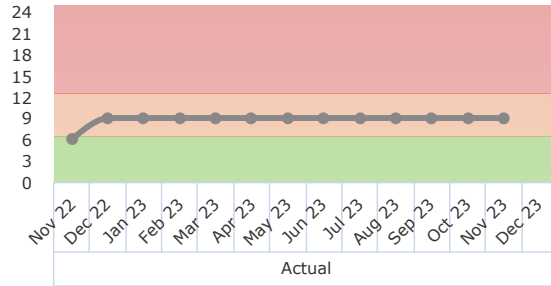
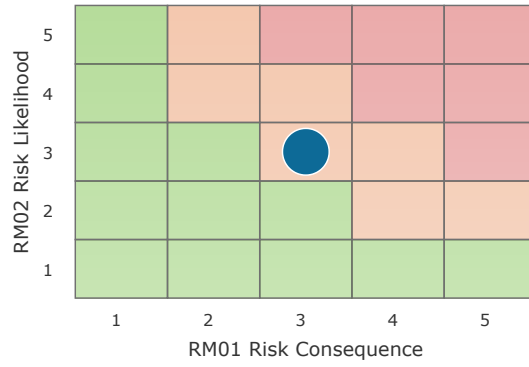
Latest Update

30/11/2023		
SR 002 Operational : Status	Score	9.00
	Target	4.00
	Performance	●
	Direction of change	➡
	Comments	30/11/2023 Whilst the risk of strike action is no longer here the risks are still moderate and remain unchanged as the financial

30/11/2023		
SR 002 Operational : RM01 Risk Consequence	Score	3
	Target	2
	Direction of change	➡
SR 002 Operational : RM02 Risk Likelihood	Score	3
	Target	2
	Direction of change	➡

CR 001 Deteriorating/ underused property assets

Responsibility	<ul style="list-style-type: none"> ■ Estates and Assets ■ Property Services
Risk Description	Deteriorating/ underused property assets - loss of revenue / legal liability/ increased maintenance costs/ not achieving value for money/reputational risk/capital commitment.
Risk Category	D Operational
Risk Response	



Latest Update

30/11/2023		
CR 001 Deteriorating/ underused property assets : Status	Score	9.00
	Target	4.00
	Performance	●
	Direction of change	➔
	Comments	

30/11/2023		
CR 001 Deteriorating/ underused property assets : RM01 Risk Consequence	Score	3
	Target	2
	Direction of change	➔
CR 001 Deteriorating/ underused property assets : RM02 Risk Likelihood	Score	3
	Target	2
	Direction of change	➔



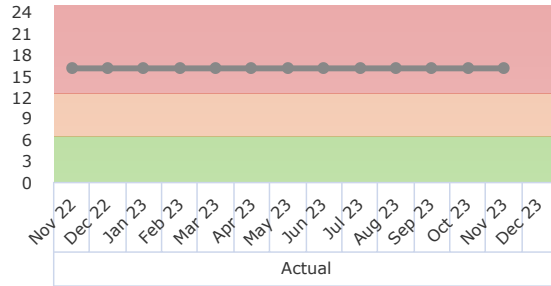
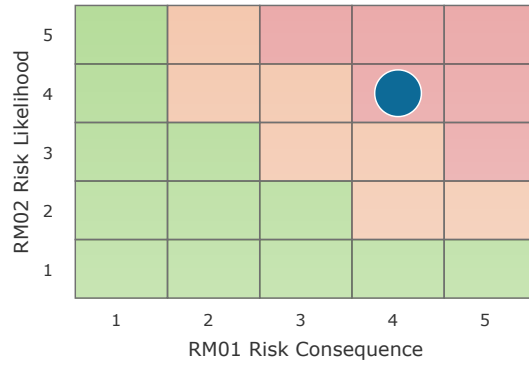
Control, Contingency & Mitigating Actions

Implemented			
	Responsible		Sep 23
<input checked="" type="checkbox"/> Adequate budget provision both from revenue and capital to support R&M works and capital investment	Cara Jordan	Performance	✔
<input checked="" type="checkbox"/> Adequate staff or appropriately qualified external contractor support	Cara Jordan	Performance	✔
<input checked="" type="checkbox"/> Asset Condition Surveys	Cara Jordan	Performance	✔
<input checked="" type="checkbox"/> Business cases for commercialisation of assets to deliver future income and efficiencies	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Compliance policies in place and up to date	Cara Jordan	Performance	✔
<input checked="" type="checkbox"/> Compliance works undertaken in a timely fashion	Cara Jordan	Performance	✔
<input checked="" type="checkbox"/> Procure a Strategic Development Partner	Cara Jordan	Performance	✔

Outstanding				
	Stage	Responsible	Sep 23	
<input checked="" type="checkbox"/> Production and approval of the Asset Management Plan	In Progress	Renata Garfoot	Performance	?
			Comments	
			Due Date	30/07/2020

CR 008 Loss of Information

Responsibility	Organisational Resources
Risk Description	Loss of information assets - reputational (hacking/theft), operational disruption, impact on customers.
Risk Category	D Operational
Risk Response	Treat



Latest Update

30/11/2023		
CR 008 Loss of Information : Status	Score	16.00
	Target	4.00
	Performance	▲
	Direction of change	➡
	Comments	

30/11/2023		
CR 008 Loss of Information : RM01 Risk Consequence	Score	4
	Target	2
	Direction of change	➡
CR 008 Loss of Information : RM02 Risk Likelihood	Score	4
	Target	2
	Direction of change	➡



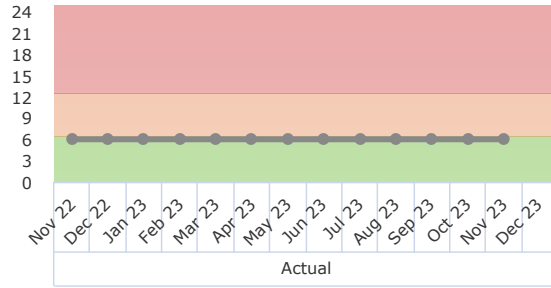
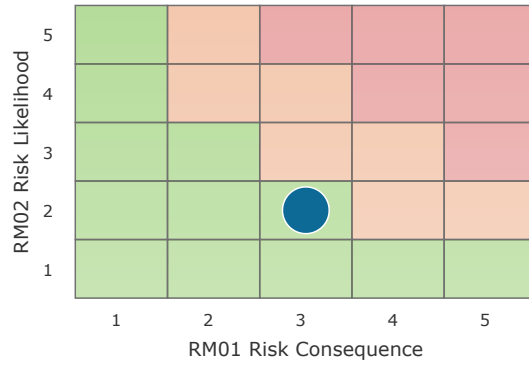
Control, Contingency & Mitigating Actions

Implemented			
	Responsible		Sep 23
<input checked="" type="checkbox"/> Certified Security Professional Training	Kate Wilson	Performance	✔
<input checked="" type="checkbox"/> Data Protection training	Cara Jordan	Performance	✔
<input checked="" type="checkbox"/> GDPR compliance framework	Cara Jordan	Performance	✔
<input checked="" type="checkbox"/> ICT Strategy	Sean Kelly	Performance	✔
<input checked="" type="checkbox"/> Implement data security protocols	Sean Kelly	Performance	✔
<input checked="" type="checkbox"/> Information Risk Policy and Role Description	Sean Kelly	Performance	✔
<input checked="" type="checkbox"/> IT Monitoring	Sean Kelly	Performance	✔
<input checked="" type="checkbox"/> IT Security Policies	Sean Kelly	Performance	✔
<input checked="" type="checkbox"/> PSN Code of Connection compliance	Sean Kelly	Performance	✔
<input checked="" type="checkbox"/> Regular 3rd party data protection and integrity testing	Sean Kelly	Performance	✔
<input checked="" type="checkbox"/> Regular audits of IT security arrangements	Sean Kelly	Performance	✔

Outstanding				
	Stage	Responsible	Sep 23	
<input checked="" type="checkbox"/> Review and update of Web Strategy	Cancelled	Sean Kelly	Performance	
			Comments	~
			Due Date	31/12/2020

CR 009 Poor Procurement

Responsibility	Property Services
Risk Description	Poor Procurement - poor value for money, poor strategic and operational outcomes, legal challenge, loss of public confidence, lack of transparency.
Risk Category	D Operational
Risk Response	Treat



Latest Update

30/11/2023		
CR 009 Poor Procurement : Status	Score	6.00
	Target	4.00
	Performance	★
	Direction of change	➡
	Comments	

30/11/2023		
CR 009 Poor Procurement : RM01 Risk Consequence	Score	3
	Target	2
	Direction of change	➡
CR 009 Poor Procurement : RM02 Risk Likelihood	Score	2
	Target	2
	Direction of change	➡



Control, Contingency & Mitigating Actions

Implemented

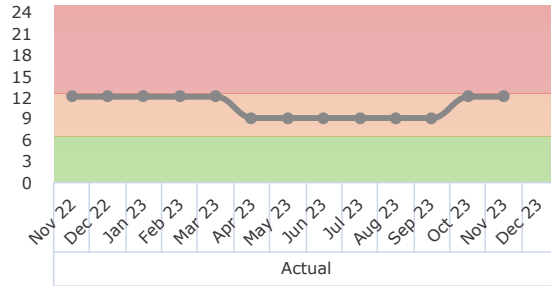
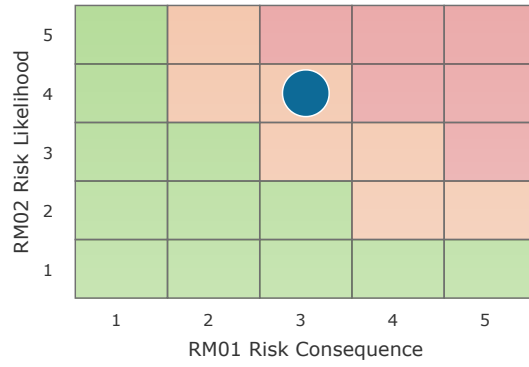
	Responsible		Sep 23
<input checked="" type="checkbox"/> Advice for external suppliers	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Joint procurement protocol and opportunities for joint/shared procurement with other authorities	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Procurement Framework	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Procurement responsibility assigned	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Procurement Strategy	Tina Stankley	Performance	✔

Outstanding

This report does not contain any data

CR 013 Emergency event

Responsibility	Civil Contingencies
Risk Description	Context Any Internal or external event that has a significant impact on the ability of the Council to deliver services.
Risk Category	D Operational
Risk Response	Treat



Latest Update

30/11/2023		
CR 013 Emergency event : Status	Score	12.00
	Target	4.00
	Performance	●
	Direction of change	➡
	Comments	

30/11/2023		
CR 013 Emergency event : RM01 Risk Consequence	Score	3
	Target	2
	Direction of change	➡
CR 013 Emergency event : RM02 Risk Likelihood	Score	4
	Target	2
	Direction of change	➡



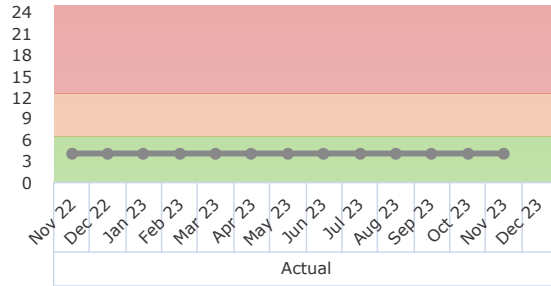
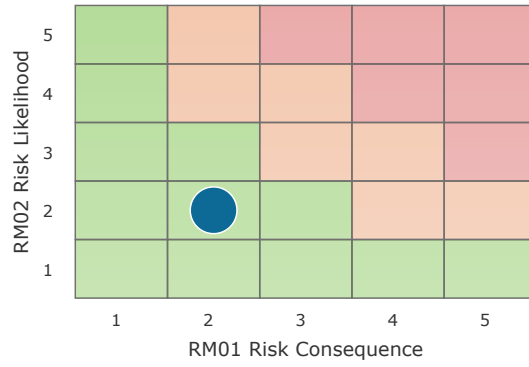
Control, Contingency & Mitigating Actions

Implemented			
	Responsible		Sep 23
<input checked="" type="checkbox"/> Budget Process / Budget Monitoring	Jeny Carroll	Performance	✔
<input checked="" type="checkbox"/> Business Continuity Planning	Alison Sayer	Performance	✔
<input checked="" type="checkbox"/> CC 001 Consideration of COVID-19 implications	Alison Sayer	Performance	✔
<input checked="" type="checkbox"/> Complete critical services' Business Continuity Plans (BCP)	Alison Sayer	Performance	✔
<input checked="" type="checkbox"/> Corporate Business Continuity key role training	Alison Sayer	Performance	✔
<input checked="" type="checkbox"/> Corporate Planning / Service Planning	Helen Thomas	Performance	✔
<input checked="" type="checkbox"/> Corporate Policies and Procedures	Alison Sayer	Performance	✔
<input checked="" type="checkbox"/> Create and issue adverse weather guidance	Alison Sayer	Performance	✔
<input checked="" type="checkbox"/> Emergency Response & Recovery Planning	Alison Sayer	Performance	✔
<input checked="" type="checkbox"/> Employment Policies	James Claxton	Performance	✔
<input checked="" type="checkbox"/> Refresh the project management framework	Kate Rawlings	Performance	✔

Outstanding				
	Stage	Responsible	Sep 23	
<input checked="" type="checkbox"/> CC 002 ER1 Review Emergency Response Plan	In Progress	Alison Sayer	Performance	
			Comments	Sep 23 Review ongoing. Interrupted by annual leave and response to coastal and surface water flooding incidents.
			Due Date	30/04/2021

CR 024 People Resources

Responsibility	Human Resources
Risk Description	Failure to retain and recruit adequately trained and experienced staff-negative impact on corporate plan, business transformation, planning performance and delivery etc.
Risk Category	D Operational
Risk Response	Treat



Latest Update

30/11/2023		
CR 024 People Resources : Status	Score	4.00
	Target	4.00
	Performance	★
	Direction of change	➡
	Comments	

30/11/2023		
CR 024 People Resources : RM01 Risk Consequence	Score	2
	Target	2
	Direction of change	➡
CR 024 People Resources : RM02 Risk Likelihood	Score	2
	Target	2
	Direction of change	➡



Control, Contingency & Mitigating Actions

Implemented

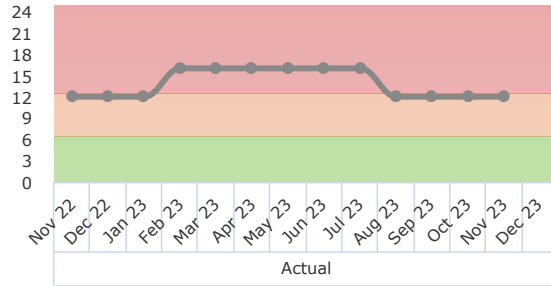
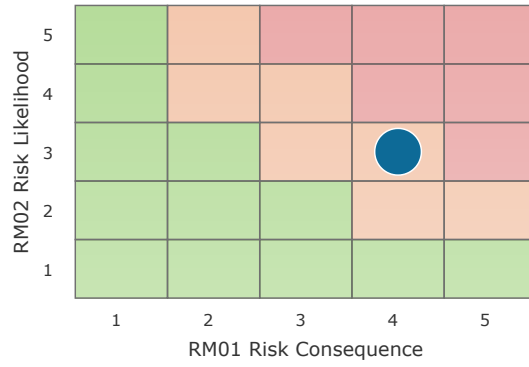
	Responsible		Sep 23
<input checked="" type="checkbox"/> Apprenticeship programme	James Claxton	Performance	✔
<input checked="" type="checkbox"/> Check-in process	James Claxton	Performance	✔
<input checked="" type="checkbox"/> Corporate Planning / Service Planning	Helen Thomas	Performance	✔
<input checked="" type="checkbox"/> Employee Referral Scheme	James Claxton	Performance	✔
<input checked="" type="checkbox"/> HR 006 New Ways of Working - Policy Creation	James Claxton	Performance	✔
<input checked="" type="checkbox"/> Market Pay Review report	James Claxton	Performance	✔
<input checked="" type="checkbox"/> Review Pay Policy	James Claxton	Performance	✔
<input checked="" type="checkbox"/> Review relocation policy	James Claxton	Performance	✔

Outstanding

	Stage	Responsible		Sep 23
<input checked="" type="checkbox"/> HR 007 Develop 'People Strategy'	Cancelled	James Claxton	Performance	
			Comments	~
			Due Date	31/07/2022

CR 025 Contract failure

Responsibility	Finance
Risk Description	<p>Context The Council has a number of contracts for service delivery.</p> <p>Cause Failure of a contractor</p> <p>Consequence increased costs and operational disruption</p>
Risk Category	D Operational
Risk Response	Treat



Latest Update

30/11/2023		
CR 025 Contract failure : Status	Score	12.00
	Target	4.00
	Performance	●
	Direction of change	➡
	Comments	

30/11/2023		
CR 025 Contract failure : RM01 Risk Consequence	Score	4
	Target	2
	Direction of change	➡
CR 025 Contract failure : RM02 Risk Likelihood	Score	3
	Target	2
	Direction of change	➡



Control, Contingency & Mitigating Actions

Implemented

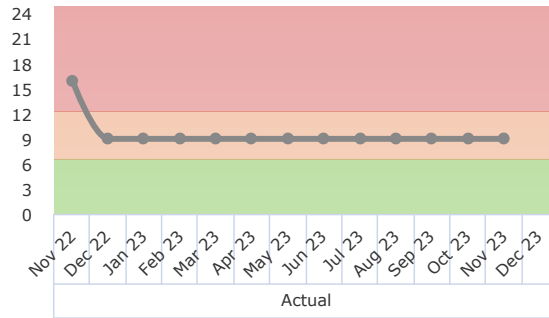
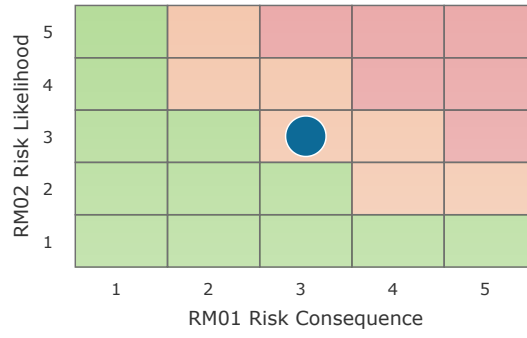
	Responsible		Sep 23
<input checked="" type="checkbox"/> Advice for external suppliers	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Joint procurement protocol and opportunities for joint/shared procurement with other authorities	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Procurement Framework	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Procurement Officer post established	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Procurement Strategy	Tina Stankley	Performance	✔

Outstanding

This report does not contain any data

SR 003 Macroeconomic

Responsibility	Resources
Risk Description	<p>MACROECONOMIC: related to the growth or decline of the local economy, interest rates, inflation and to a lesser degree, the wider national and global economy amongst others.</p> <p>Risk - national/global recession resulting in business failure and unemployment.</p> <p>Effect - increased requirement for benefits, housing, council tax support, business advice and support.</p>
Risk Category	B Macroeconomic
Risk Response	Treat



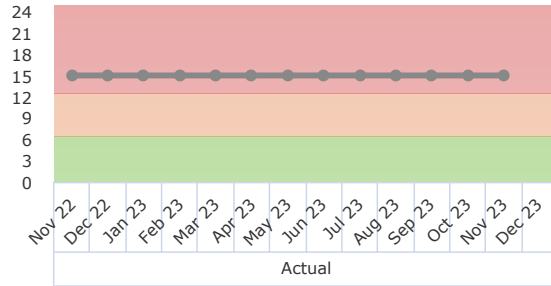
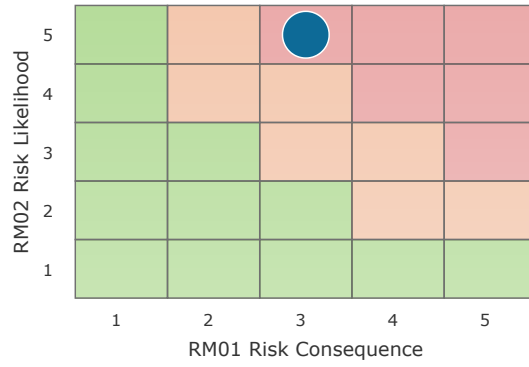
Latest Update

30/11/2023	
SR 003 Macroeconomic : Status	Score
	9.00
	Target
	12.00
	Performance
	●
	Direction of change
	➔
	Comments
	30/11/2023 The economists seem to feel that interest rates have peaked and that we should start to see a gradual reduction over the next year or so, subject to there being no further shocks to the economy. The autumn statement didn't bring many surprises with only a few tweaks e.g. earners will pay a little less National Insurance from 1 January 2024.

30/11/2023		
SR 003 Macroeconomic : RM01 Risk Consequence	Score	3
	Target	3
	Direction of change	➔
SR 003 Macroeconomic : RM02 Risk Likelihood	Score	3
	Target	4
	Direction of change	➔

CR 026 Impact of economic fluctuations on the North Norfolk economy

Responsibility	Sustainable Growth
Risk Description	Local Economic position- impact on NNDR, revenue streams, higher demand for services, business failure, increased unemployment and deprivation. National Economic position - central government funding challenges. Global Economic position - potential negative impact on council investments resulting in reduced income.
Risk Category	B Macroeconomic
Risk Response	Treat



Latest Update

30/11/2023		
CR 026 Impact of economic fluctuations on the North Norfolk economy : Status	Score	15.00
	Target	4.00
	Performance	▲
	Direction of change	➡
	Comments	

30/11/2023		
CR 026 Impact of economic fluctuations on the North Norfolk economy : RM01 Risk Consequence	Score	3
	Target	2
	Direction of change	➡
CR 026 Impact of economic fluctuations on the North Norfolk economy : RM02 Risk Likelihood	Score	5
	Target	2
	Direction of change	➡



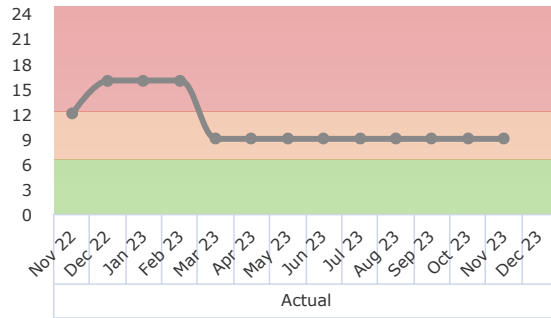
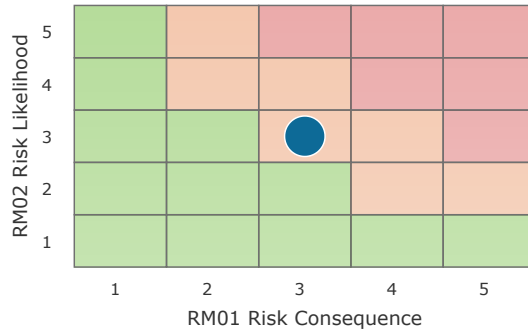
Control, Contingency & Mitigating Actions

Implemented			
	Responsible		Sep 23
<input checked="" type="checkbox"/> Business Survey	Stuart Quick	Performance	✔
<input checked="" type="checkbox"/> Corporate Planning / Service Planning	Helen Thomas	Performance	✔
<input checked="" type="checkbox"/> Fund Management advice from Arlingclose	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> HS 003 - Monitor the need for temporary accommodation and ensure suitable provision	Graham Connolly	Performance	✔
<input checked="" type="checkbox"/> Medium Term Financial Strategy	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Operation of the Council Tax Hardship Fund	Trudi Grant	Performance	✔
<input checked="" type="checkbox"/> Treasury Management Strategy	Tina Stankley	Performance	✔

Outstanding				
	Stage	Responsible		Sep 23
<input checked="" type="checkbox"/> 2.2.1 Economic Growth Strategy 2020 - 2023	In Progress	Stuart Quick	Performance	★
			Comments	Sep 23 The Economic Growth Strategy is presently being drafted. It is presently anticipated that this will come to come to CLT in November, Overview and Scrutiny in December and Cabinet in January
			Due Date	31/12/2023

SR 004 Strategic

Responsibility	Resources
Risk Description	<p>STRATEGIC: key initiatives undertaken by the Council such as significant purchases, new ventures, commercial interests and other areas of organisational change deemed necessary to help the Council meet its goals.</p> <p>Risk - Corporate Plan and Projects may not be delivered within agreed timescales or budget.</p> <p>Effect - objectives not delivered, poor use of council financial resources.</p>
Risk Category	E Strategic
Risk Response	Treat



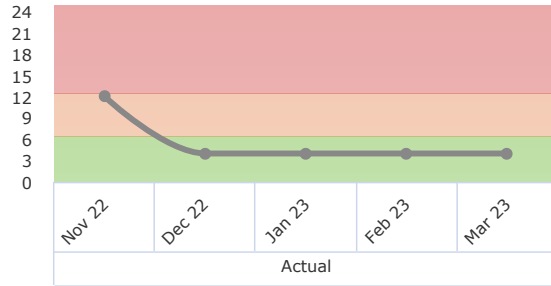
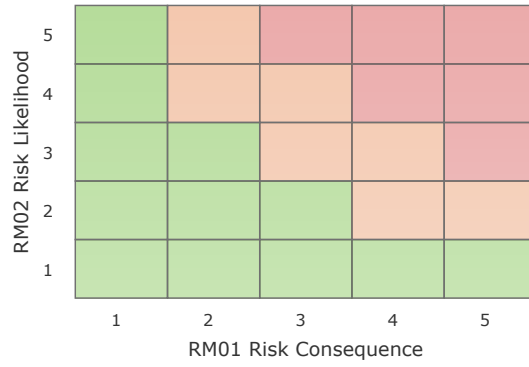
Latest Update

30/11/2023	
SR 004 Strategic : Status	Score
	Target
	Performance
	Direction of change
Comments	<p>30/11/2023</p> <p>The third round of Levelling up funding was announced as part of the Autumn Statement and NNDC were again not successful in securing funding. However the following day it was announced that there were a further 5 Councils to receive funding and NNDC was one of the five. The Council is to receive £0.8m in funding to provide a swimming pool and sports facilities in Fakenham and then undertake some smaller schemes in Cromer. The scheme to put a new roundabout in at Fakenham which will enable significant housing development there to go ahead is also now going ahead. This is very welcome news and will be a major boost to the district and will bring about much needed regeneration in Cromer and Fakenham. This will have a positive impact on reducing the Strategic Risk, however until the schemes actually start the score will be left as it is.</p>

30/11/2023		
SR 004 Strategic : RM01 Risk Consequence	Score	3
	Target	2
	Direction of change	➡
SR 004 Strategic : RM02 Risk Likelihood	Score	3
	Target	2
	Direction of change	➡

CR 027 Strategic financial and performance management

Responsibility	Resources
Risk Description	The Council's income/expenditure challenges may put at risk some of the work streams identified in the Corporate Plan. Poor performance management leading to not knowing whether outcomes have been met.
Risk Category	E Strategic
Risk Response	Treat



Latest Update

30/11/2023		
CR 027 Strategic financial and performance management : Status	Score	n/r
	Target	n/r
	Performance	<<
	Direction of change	>>
	Comments	n/r

30/11/2023		
CR 027 Strategic financial and performance management : RM01 Risk Consequence	Score	n/r
	Target	n/r
	Direction of change	>>
CR 027 Strategic financial and performance management : RM02 Risk Likelihood	Score	n/r
	Target	n/r
	Direction of change	>>



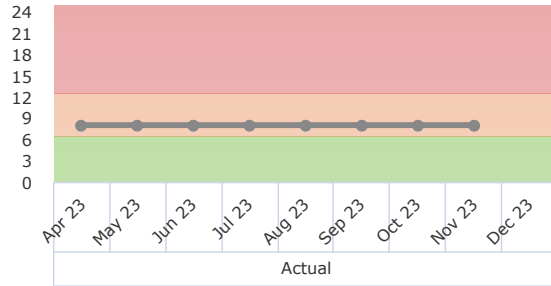
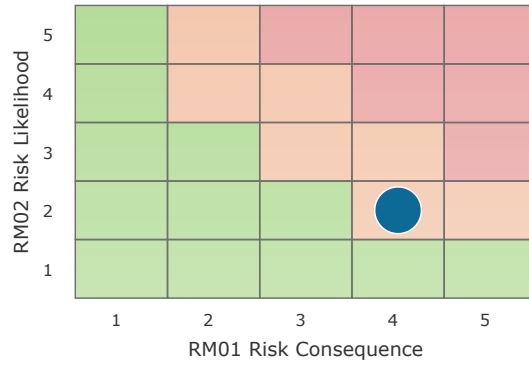
Control, Contingency & Mitigating Actions

Implemented			
	Responsible		Sep 23
<input checked="" type="checkbox"/> Annual review of the Council's reserves	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Budget Process / Budget Monitoring	Jeny Carroll	Performance	✔
<input checked="" type="checkbox"/> Corporate Planning / Service Planning	Helen Thomas	Performance	✔
<input checked="" type="checkbox"/> Medium Term Financial Strategy	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Refresh the project management framework	Kate Rawlings	Performance	✔
<input checked="" type="checkbox"/> Review the Corporate Plan 2019-23 post Covid-19	Steve Blatch	Performance	✔

Outstanding				
	Stage	Responsible		Sep 23
<input checked="" type="checkbox"/> Emerging Local Plan	In Progress	Mark Ashwell	Performance	★
			Comments	Sep 23 The Draft Local Plan has been submitted for Independent examination. The appointed Inspector will hold hearings over January, February and early March 2024 to consider if the Plan is sound and legally compliant.
			Due Date	not set

CR 035 Failure to deliver the Local Plan

Responsibility	Planning Policy
Risk Description	<p>Cause Local Plan process being delayed.</p> <p>Description Loss of key staff, changes in legislation and political expectations</p> <p>Consequence Failure to deliver corporate objectives for all themes.</p>
Risk Category	E Strategic
Risk Response	Treat



Latest Update

30/11/2023		
CR 035 Failure to deliver the Local Plan : Status	Score	8.00
	Target	4.00
	Performance	●
	Direction of change	➡
	Comments	

30/11/2023		
CR 035 Failure to deliver the Local Plan : RM01 Risk Consequence	Score	4
	Target	2
	Direction of change	➡
CR 035 Failure to deliver the Local Plan : RM02 Risk Likelihood	Score	2
	Target	2
	Direction of change	➡



Control, Contingency & Mitigating Actions

Implemented

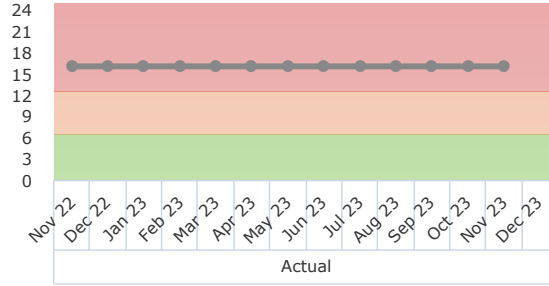
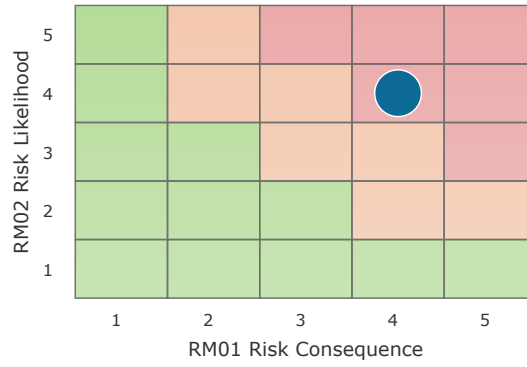
This report does not contain any data

Outstanding

This report does not contain any data

SR 005 Environmental and Social

Responsibility	Resources
Risk Description	<p>ENVIRONMENTAL AND SOCIAL: related to the environmental and social impact of the Council's strategy and interests.</p> <p>Risk - Council fails to take into account changing environmental and social needs.</p> <p>Effect - strategic objectives don't reflect environmental and social issues.</p>
Risk Category	F Environmental & Social
Risk Response	Treat



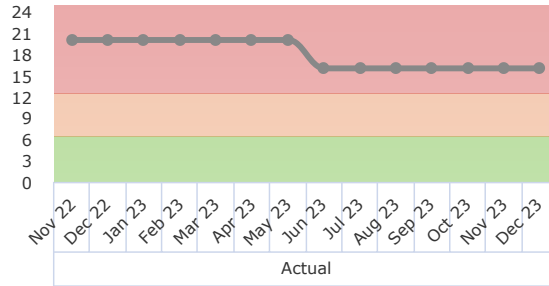
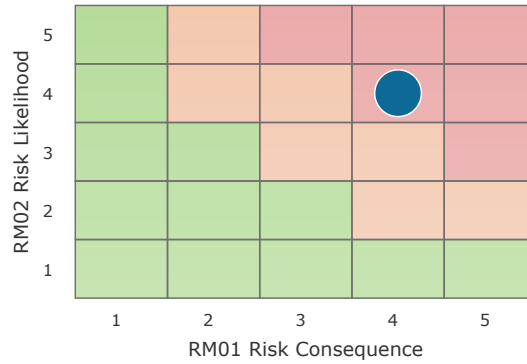
Latest Update

30/11/2023		
SR 005 Environment & Social : Status	Score	16.00
	Target	4.00
	Performance	▲
	Direction of change	➡
	Comments	This remains the same.

30/11/2023		
SR 005 Environment & Social : RM01 Risk Consequence	Score	4
	Target	2
	Direction of change	➡
SR 005 Environment & Social : RM02 Risk Likelihood	Score	4
	Target	2
	Direction of change	➡

CR 002 Flooding, erosion and loss of assets and delivery of services

Responsibility	Coastal Partnership East
Risk Description	Inability to adapt to climate change - increased coastal erosion and flooding. Lack of Government funding - lack of ability to maintain coast defences and / or to support local coastal adaption needs.
Risk Category	F Environmental & Social
Risk Response	Treat



Latest Update

		30/11/2023
CR 002 Flooding, erosion and loss of assets and delivery of services : Status	Score	16.00
	Target	4.00
	Performance	▲
	Direction of change	➡
	Comments	Coastal and Climate risk remain high for North Norfolk and over time will increase based on climate change forecasts. NNDC has invested in coastal protection and management over a long period of time, however, with aging infrastructure, depleting beaches and sea level rise, erosion remains a primary risk for our coast. The Council continues to invest in erosion risk management measures including maintenance of existing assets and capital schemes where it is viable to do so. In many locations it is not possible to prevent erosion and there is a need to seek ways to support communities and individuals to transition away from risk. North Norfolk was selected by DEFRA as one of two local authorities for the Coastal Transition Accelerator Programme (CTAP) to investigate, develop, deliver and learn new approaches to support communities to transition away from coastal erosion. This Programme replaces the Flood Coast Resilient Innovation Programme (Resilient Coast) in North Norfolk which was in preparation last year. This new programme provides a significant opportunity to develop local initiatives from which the learning can be transferred to other local authorities and shape the future national approach to coastal change management.

		30/11/2023
CR 002 Flooding, erosion and loss of assets and delivery of services : RM01 Risk Consequence	Score	4
	Target	2
	Direction of change	➡
CR 002 Flooding, erosion and loss of assets and delivery of services : RM02 Risk Likelihood	Score	4
	Target	2
	Direction of change	➡



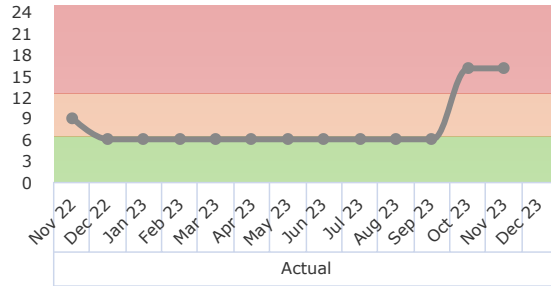
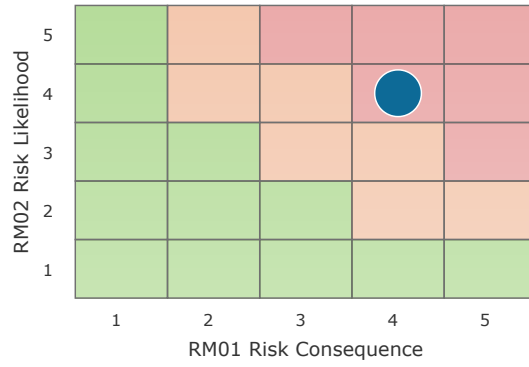
Control, Contingency & Mitigating Actions

Implemented			
	Responsible		Sep 23
<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Robert Young	Performance	★
<input checked="" type="checkbox"/> Bacton and Walcott coastal management scheme	Rob Goodliffe	Performance	★
<input checked="" type="checkbox"/> Coastal Monitoring	Rob Goodliffe	Performance	★
<input checked="" type="checkbox"/> Coastal Partnership East set up	Rob Goodliffe	Performance	★
<input checked="" type="checkbox"/> Control of coastal management schemes through procurement and regular checking	Rob Goodliffe	Performance	★
<input checked="" type="checkbox"/> Corporate Planning / Service Planning	Helen Thomas	Performance	★
<input checked="" type="checkbox"/> DEFRA funding of capital schemes	Rob Goodliffe	Performance	★
<input checked="" type="checkbox"/> Environment Forum	Robert Young	Performance	★
<input checked="" type="checkbox"/> Health & Safety checking and monitoring	Rob Goodliffe	Performance	★
<input checked="" type="checkbox"/> Procurement practices	Tina Stankley	Performance	★
<input checked="" type="checkbox"/> Repairs & Maintenance Programme	Rob Goodliffe	Performance	★
<input checked="" type="checkbox"/> Shoreline Management Plan (SMP)	Rob Goodliffe	Performance	★
<input checked="" type="checkbox"/> The Pathfinder Project	Rob Goodliffe	Performance	★

Outstanding				
	Stage	Responsible	Sep 23	
<input checked="" type="checkbox"/> CM 002 Refurbish coastal defences at Mundesley	In Progress	Tamzen Pope	Performance	●
			Comments	Scheme costs (combined with Cromer) have increased. Further funding for the Mundesley element of the combined scheme has been approved. Final stages of securing additional funding for Cromer too. Project passed by Cabinet, Full Council and Development Committee. Construction contract with Balfour Beatty has now been signed. Draft MMO and Planning conditions have been received and NNDC< Mott MacDonald and Balfour Beatty are working towards discharging these conditions as soon as possible. Construction phase likely to start in early 2024. Operational Officers Group to be established with other teams within NNDC to identify and resolve any further issues but also to identify opportunities. Major Project Board has been established Member is fully informed
			Due Date	22/08/2025
<input checked="" type="checkbox"/> CM 016 10 year capital programme	In Progress	Tamzen Pope	Performance	★
			Comments	Works are progressing on Cromer and Mundesley. Development of other projects on our 10 year capital programme are being planned however have not yet started.
			Due Date	31/03/2030

CR 010 Housing Delivery

Responsibility	Strategic Housing
Risk Description	Non delivery of housing targets may lead to increasing homelessness, impact on NHB, vibrancy of local communities, impact on social infrastructure, loss of temporary accommodation in district, lack of social housing.
Risk Category	F Environmental & Social
Risk Response	Treat



Latest Update

30/11/2023		
CR 010 Housing Delivery : Status	Score	16.00
	Target	4.00
	Performance	▲
	Direction of change	➡
	Comments	Nutrient neutrality remains a block on many potential developments. Local Plan examination now confirmed for January to March 2024. Annual monitoring report provides data about housing delivery - 2022-23 lowest build completions for many years. This has knock on consequences for affordable housing delivery at a time of increasing need as a result of the cost of living issues..In addition to the local plan work advice has been commissioned from external experts that is aimed to improve delivery of affordable housing within the planning system - final report is expected shortly (winter 2023/24)

30/11/2023		
CR 010 Housing Delivery : RM01 Risk Consequence	Score	4
	Target	2
	Direction of change	➡
CR 010 Housing Delivery : RM02 Risk Likelihood	Score	4
	Target	2
	Direction of change	➡



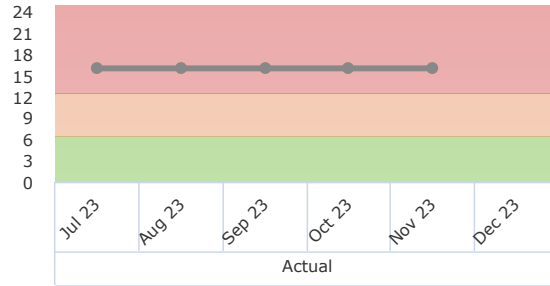
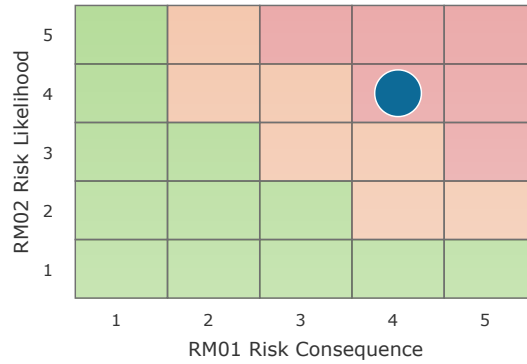
Control, Contingency & Mitigating Actions

Implemented			
	Responsible		Sep 23
<input checked="" type="checkbox"/> 1.2.1 Formulate a new Housing Strategy	Graham Connolly	Performance	✔
<input checked="" type="checkbox"/> 1.4.1 Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan	Lisa Grice	Performance	✔
<input checked="" type="checkbox"/> 1.5.1 Investigate ways to support and assist affordable housing providers	Graham Connolly	Performance	✔
<input checked="" type="checkbox"/> Community Housing Fund	Graham Connolly	Performance	✔
<input checked="" type="checkbox"/> Enhance Housing Association delivery	Graham Connolly	Performance	✔
<input checked="" type="checkbox"/> Housing Strategy implementation	Robert Young	Performance	✔
<input checked="" type="checkbox"/> HS 003 - Monitor the need for temporary accommodation and ensure suitable provision	Graham Connolly	Performance	✔
<input checked="" type="checkbox"/> Increased Focus	Nicky Debbage	Performance	✔
<input checked="" type="checkbox"/> Internal planning protocol	Phillip Rowson	Performance	✔
<input checked="" type="checkbox"/> Local Development Framework (LDF) policies	Mark Ashwell	Performance	✔
<input checked="" type="checkbox"/> Local Investment Plan	Nicky Debbage	Performance	✔
<input checked="" type="checkbox"/> Monitor Brexit and its potential impact on the ability to deliver and acquire homes as a home owner	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Partnership work with Registered Providers	Graham Connolly	Performance	✔
<input checked="" type="checkbox"/> Use of capital	Nicky Debbage	Performance	✔

Outstanding				
	Stage	Responsible		Sep 23
<input checked="" type="checkbox"/> 1.3.1 Develop a business case for a housing company	Cancelled	Nicky Debbage	Performance	
			Comments	~
			Due Date	31/12/2021
<input checked="" type="checkbox"/> HO 007d Production of SLA	Cancelled	Wendi Creelman	Performance	?
			Comments	
			Due Date	31/03/2025

CR 034 Not achieving the Net Zero 2030 target

Responsibility	Place and Climate Change
Risk Description	<p>Cause Inaction/ inability to reduce emissions to net zero</p> <p>Description Not delivering the Climate Action Plan or parts of it. Current Climate Action Plan will not achieve net zero target. Contractors unable to deliver services with net zero carbon.. All Council input not achieved. Failing to secure contracts that do not result in net zero.</p> <p>Consequences Not achieving net zero by 2030. Impact on reputation of the Council Financial impact - needing to offset emissions.</p>
Risk Category	F Environmental & Social
Risk Response	Treat



Latest Update

		30/11/2023
CR 034 Not achieving the Net Zero 2030 target : Status	Score	16.00
	Target	16.00
	Performance	▲
	Direction of change	➡
	Comments	<p>Existing Controls</p> <ul style="list-style-type: none"> Delivering NZSAP and considering the formation of a decarbonisation board. Formal review of NZSAP every two years. Update and adapt the plan to meet the net zero target. Continual monitoring of the delivery of the NZSAP as a major project through the project board. Quarterly monitoring delivery through the Performance Management Framework. Opportunities to offset from general operations and developments. <p>Action to achieve target score</p> <ul style="list-style-type: none"> Ensure net zero considerations are at the forefront of all Council decision making. Additional investment in renewable generation and/ or other offsetting initiatives.

		30/11/2023
CR 034 Not achieving the Net Zero 2030 target : RM01 Risk Consequence	Score	4
	Target	4
	Direction of change	➡
CR 034 Not achieving the Net Zero 2030 target : RM02 Risk Likelihood	Score	4
	Target	4
	Direction of change	➡



Control, Contingency & Mitigating Actions

Implemented

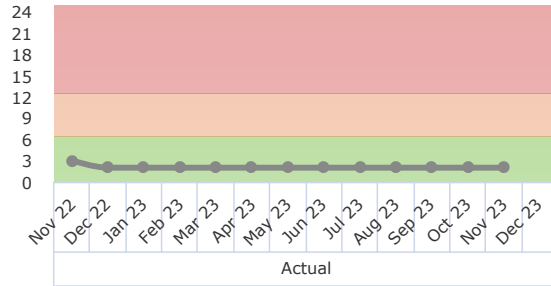
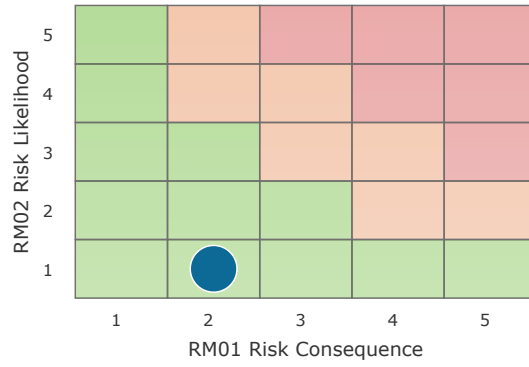
This report does not contain any data

Outstanding

This report does not contain any data

SR 006 Governance

Responsibility	Resources
Risk Description	<p>GOVERNANCE: related to ensuring that prudence and careful consideration sit at the heart of the Council's decision-making, augmented by quality independent advice and appropriate checks and balances that balance oversight and efficiency.</p> <p>Risk - Council acts outside established procedures or unlawfully.</p> <p>Effect - risk of litigation/reputational risk to Council/poor decision making.</p>
Risk Category	G Governance
Risk Response	Treat



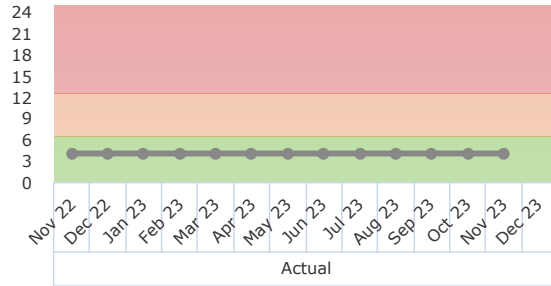
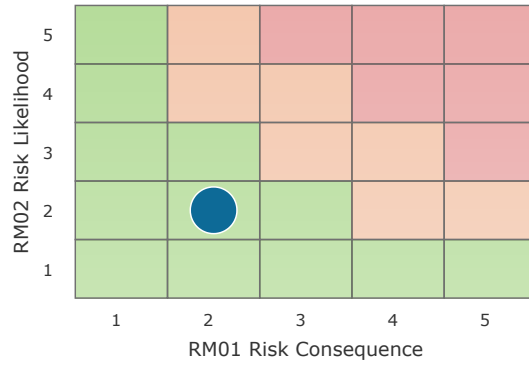
Latest Update

30/11/2023		
SR 006 Governance : Status	Score	2.00
	Target	2.00
	Performance	★
	Direction of change	➡
	Comments	This remains the same.

30/11/2023		
SR 006 Governance : RM01 Risk Consequence	Score	2
	Target	2
	Direction of change	➡
SR 006 Governance : RM02 Risk Likelihood	Score	1
	Target	1
	Direction of change	➡

CR 028 Governance failures

Responsibility	Resources
Risk Description	Ignorance or non observance of the Council's agreed governance protocols - poor or illegal decision making.
Risk Category	G Governance
Risk Response	Treat



Latest Update

30/11/2023		
CR 028 Governance failures : Status	Score	4.00
	Target	4.00
	Performance	★
	Direction of change	➡
	Comments	A review of the Constitution is taking place to make sure that it is fit for purpose and has the right level of controls in place and once completed there will need to be a programme of training for Members and officers. The Peer Review took place and did not report any concerns over governance.

30/11/2023		
CR 028 Governance failures : RM01 Risk Consequence	Score	2
	Target	2
	Direction of change	➡
CR 028 Governance failures : RM02 Risk Likelihood	Score	2
	Target	2
	Direction of change	➡



Control, Contingency & Mitigating Actions

Implemented

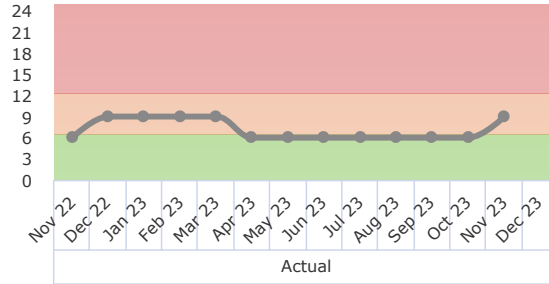
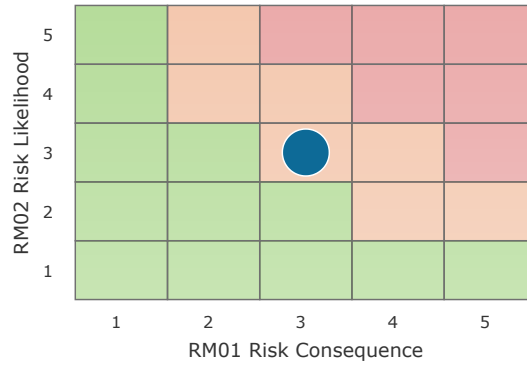
	Responsible		Sep 23
<input checked="" type="checkbox"/> Annual Assurance Statements	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Annual Audit Report	Lucy Hume	Performance	✔
<input checked="" type="checkbox"/> Annual Governance Statement 2019/20 supported by assurance framework	Alison Chubbock	Performance	✔
<input checked="" type="checkbox"/> Annual Governance Statement 2020/21 supported by assurance framework	Alison Chubbock	Performance	✔
<input checked="" type="checkbox"/> Audit programme	Lucy Hume	Performance	✔
<input checked="" type="checkbox"/> Clear robust corporate governance framework	Renata Garfoot	Performance	✔
<input checked="" type="checkbox"/> Committee report templates	Emma Denny	Performance	✔
<input checked="" type="checkbox"/> Constitution/Standing Orders/Scheme of Delegations	Cara Jordan	Performance	✔
<input checked="" type="checkbox"/> Corporate Planning / Service Planning	Helen Thomas	Performance	✔
<input checked="" type="checkbox"/> Head of Internal Audit assurance	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Member/ Officer Protocol	Emma Denny	Performance	✔
<input checked="" type="checkbox"/> Monitoring Officer actions to ensure governance risk is minimised	Cara Jordan	Performance	✔
<input checked="" type="checkbox"/> Monitoring Officer Report	Cara Jordan	Performance	✔
<input checked="" type="checkbox"/> Operation of Constitutoon Working Party	Emma Denny	Performance	✔
<input checked="" type="checkbox"/> Operation of Overview and Scrutiny Committee	Emma Denny	Performance	✔
<input checked="" type="checkbox"/> Operation of Standards Committee	Emma Denny	Performance	✔
<input checked="" type="checkbox"/> Section 151 Officer actions to ensure governance risk is minimised	Tina Stankley	Performance	✔

Outstanding

This report does not contain any data

SR 007 Reputation

Responsibility	Resources
Risk Description	<p>REPUTATION: related to the Council's dealings and interests, and the impact of adverse outcomes on the Council's reputation and public perception.</p> <p>Risk - Council's reputation is adversely affected.</p> <p>Effect- reduced public confidence.</p>
Risk Category	H Reputational
Risk Response	Treat



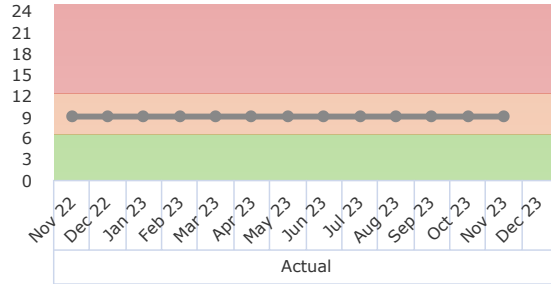
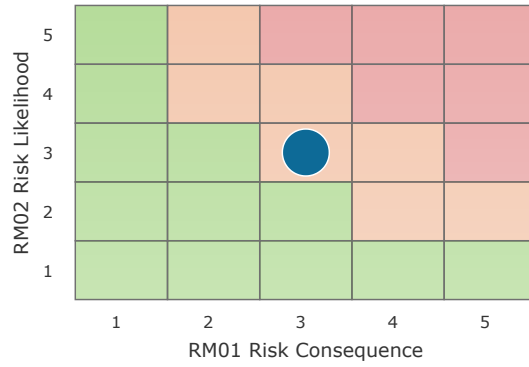
Latest Update

		30/11/2023
SR 007 Reputation : Status	Score	9.00
	Target	4.00
	Performance	●
	Direction of change	↓
Comments	<p>The risk to the Council's reputation has increased as there are several major projects that are in their initial stages or that will be beginning soon e.g. the Cromer and Mundesley coastal protection schemes, the Levelling Up Schemes and the Fakenham roundabout. If these schemes are not delivered as planned and within budget there is the potential to suffer reputational damage. The first draft budget has now been produced and it shows that there is a deficit. The budget needs to be balanced and there is again the potential to suffer reputational damage if difficult and unpopular decisions have to be taken.</p>	

30/11/2023		
SR 007 Reputation : RM01 Risk Consequence	Score	3
	Target	2
	Direction of change	➡
SR 007 Reputation : RM02 Risk Likelihood	Score	3
	Target	2
	Direction of change	⬇️❌

SR 008 Corporate project related risks

Responsibility	Resources
Risk Description	CORPORATE PROJECT RELATED RISKS: Related to individual corporate project risks
Risk Category	I Projects
Risk Response	Treat



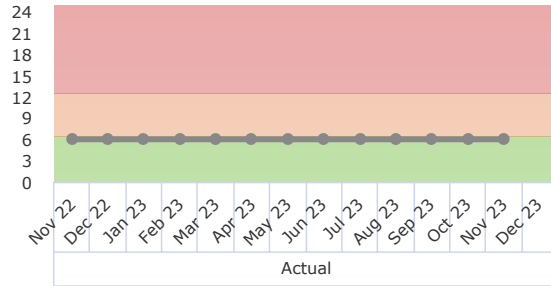
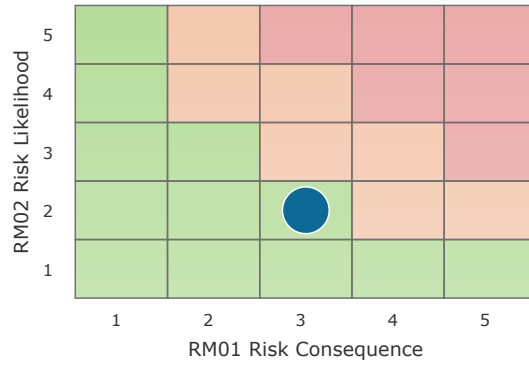
Latest Update

30/11/2023		
SR 008 Corporate project related risks : Status	Score	9.00
	Target	4.00
	Performance	●
	Direction of change	➡
	Comments	This remains the same.

30/11/2023		
SR 008 Corporate project related risks : RM01 Risk Consequence	Score	3
	Target	2
	Direction of change	➡
SR 008 Corporate project related risks : RM02 Risk Likelihood	Score	3
	Target	2
	Direction of change	➡

CR 030 Sheringham Leisure Centre

Responsibility	Leisure and Localities
Risk Description	
Risk Category	I Projects
Risk Response	Treat



Latest Update

30/11/2023		
CR 030 Sheringham Leisure Centre : Status	Score	6.00
	Target	4.00
	Performance	★
	Direction of change	➡
	Comments	Following the liquidation of the contractor and the final account remaining outstanding we are in the process of understanding commitments that sit with the Council prior to closing the financial aspect of the project and removing the risk to the Council. External advisors have been retained.
30/11/2023		
CR 030 Sheringham Leisure Centre : RM01 Risk Consequence	Score	3
	Target	2
	Direction of change	➡
CR 030 Sheringham Leisure Centre : RM02 Risk Likelihood	Score	2
	Target	2
	Direction of change	➡



Control, Contingency & Mitigating Actions

Implemented

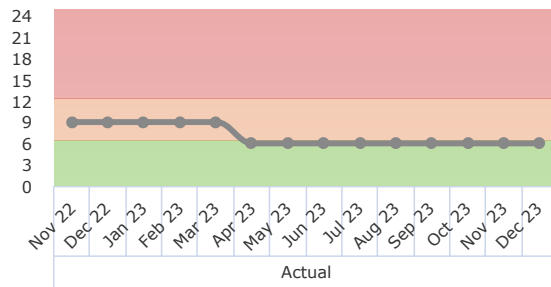
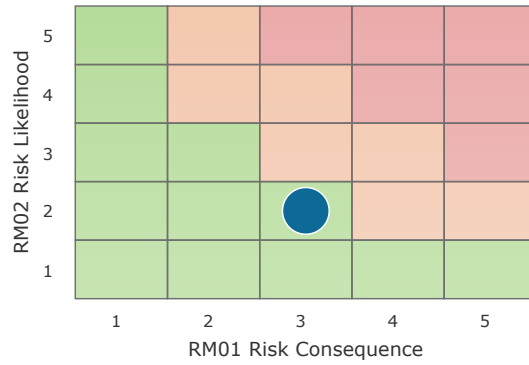
	Responsible		Sep 23
<input checked="" type="checkbox"/> Operation of Overview and Scrutiny Committee	Emma Denny	Performance	✔
<input checked="" type="checkbox"/> Project management & reporting procedures - Sheringham Leisure Centre	Robert Young	Performance	✔

Outstanding

This report does not contain any data

CR 032 Fakenham new roundabout - Delivery of highway infrastructure (roundabout) on A148

Responsibility	Place and Climate Change
Risk Description	<p>1. Cause of risk Rising construction and materials costs</p> <p>2. Description of Risk or potential event Funding not available / timing of works</p> <p>3. Consequence of risk happening Failure to deliver a new roundabout at Fakenham, necessary to unlock housing growth</p> <p>Controls</p> <p>Existing Controls</p> <ul style="list-style-type: none"> •Emerging Local Plan •Stakeholders monthly meeting •Regular dialogue with Norfolk County Council (weekly) •Liaising with NNDC Chief Executive •Keeping ward Members informed •Seeking funding opportunities <p>Further action to achieve target risk score</p> <ul style="list-style-type: none"> •Close liaison with stakeholders in exploring potential funding opportunities. •Regular stakeholder meetings. •Unsuccessful bid made to NCC for additional funding. •Continued input and financial support in relation to design to ensure that infrastructure can be delivered during 2023 if funding matter is resolved.
Risk Category	I Projects
Risk Response	Treat



Latest Update

		30/11/2023
CR 032 Fakenham new roundabout - Delivery of highway infrastructure (roundabout) on A148 : Status	Score	6.00
	Target	4.00
	Performance	★
	Direction of change	➡
	Comments	<p>Project has stalled due to escalating materials and construction costs. Original cost estimate is insufficient to complete works - with an additional circa £1m required at time of writing.</p> <p>Landowner investigating changes to S106 agreement and draft planning conditions pursuant to current submission, however, has indicated that the funding shortfall will be met by them.</p> <p>Applications to NCC to extend existing Business Rates funding availability (£900k) were successful. This funding is to be match funded by NNDC (£900k). This funding has been included within the 2023/24 budget. New applications to extend the funding submitted in October 2023. An additional funding bid of £1.4m has been submitted to Department of Levelling Up, Housing and Communities (DLUHC).</p> <p>Earliest opportunity for works now Autumn 2024 and this is the current target date. Delay a direct result of nutrient neutrality issues around the housing delivery. However, initial design works continuing and traffic regulation order being progressed.</p>

		30/11/2023
CR 032 Fakenham new roundabout - Delivery of highway infrastructure (roundabout) on A148 : RM01 Risk Consequence	Score	3
	Target	3
	Direction of change	➡

		30/11/2023
CR 032 Fakenham new roundabout - Delivery of highway infrastructure (roundabout) on A148 : RM02 Risk Likelihood	Score	2
	Target	2
	Direction of change	➡



Control, Contingency & Mitigating Actions

Implemented

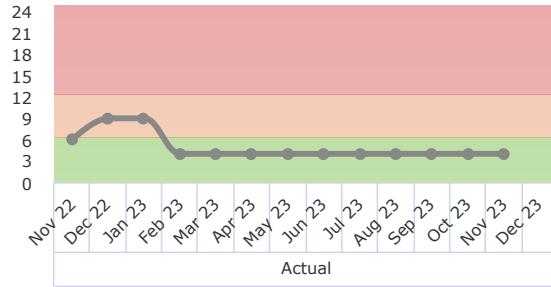
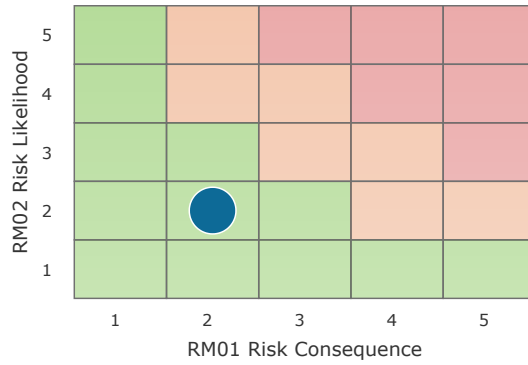
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Outstanding

	Stage	Responsible		Sep 23
<input checked="" type="checkbox"/> Emerging Local Plan	In Progress	Mark Ashwell	Performance	★
			Comments	The Draft Local Plan has been submitted for Independent examination. The appointed Inspector will hold hearings over January, February and early March 2024 to consider if the Plan is sound and legally compliant.
			Due Date	not set

CR 033 North Walsham High Street Heritage Action Zone - project incomplete

Responsibility	Place and Climate Change
Risk Description	<p>Cause Inaction/ inability to reduce emissions to net zero</p> <p>Description Not delivering the Climate Action Plan or parts of it. Currant Climate Action Plan will not achieve net zero target. Contractors unable to deliver services with net zero carbon.. All Council input not achieved. Failing to secure contracts that do not result in net zero.</p> <p>Consequences Not achieving net zero by 2030. Impact on reputation of the Council Financial impact - needing to offset emissions.</p>
Risk Category	F Environmental & Social
Risk Response	Treat



Latest Update

		30/11/2023
CR 033 North Walsham High Street Heritage Action Zone - project incomplete : Status	Score	4.00
	Target	4.00
	Performance	★
	Direction of change	➡
	Comments	<p>With the completion of the Market Place element of the place making project (with minor outstanding works), there is greater certainty over the budget and the residual funds to complete the scheme.</p> <p>Take up of the building improvement grants is good and external funding budget deadlines have been met.</p> <p>Work on The Cedars has been completed.</p>

		30/11/2023
CR 033 North Walsham High Street Heritage Action Zone - project incomplete : RM01 Risk Consequence	Score	2
	Target	2
	Direction of change	➡
CR 033 North Walsham High Street Heritage Action Zone - project incomplete : RM02 Risk Likelihood	Score	2
	Target	2
	Direction of change	➡



Control, Contingency & Mitigating Actions

Implemented

This report does not contain any data

Outstanding

This report does not contain any data

GOVERNANCE, RISK & AUDIT COMMITTEE – ANNUAL WORK PROGRAMME 2023/2024

Date	Topic	Lead Officer	Comments	Cycle
13th June 2023				
	External Audit Plan 2021/22	External Audit		Annual
	Counter-Fraud, Corruption and Bribery Update	Monitoring Officer – Cara Jordan	Policy updated in 2022 – Comment on implementation?	Tri-annual
	Internal Audit Progress & Follow-up Report	Internal Audit – Teresa Sharman		Quarterly
	Annual Report/Opinion & Review of the Effectiveness of Internal Audit	Internal Audit – Teresa Sharman		Annual
	Procurement Exemptions Register	Monitoring Officer – Cara Jordan	To review Procurement Exemptions	Quarterly
	Corporate Risk Register	Director for Resources – Tina Stankley	To review the corporate risk register	Quarterly
18th July 2023	TBC			
	Annual Accounts Sign-off TBC			
12th Sept 2023				
	Independent Persons Co-option	Monitoring Officer – Cara Jordan	To consider whether to seek appointment of independent persons to the Committee	
	Procurement Exemptions Register	Monitoring Officer – Cara Jordan	To review Procurement Exemptions	Quarterly
	Monitoring Officer's Report	Monitoring Officer – Cara Jordan		Annual
	Internal Audit Progress & Follow-up Report	Internal Audit – Teresa Sharman	To include update on historical recommendations	Quarterly
	Corporate Risk Register	Director for Resources – Tina Stankley	To review the corporate risk register	Quarterly
	GRAC Annual Report 2022-23	Committee Officer –	To review Committee's work over the previous year	Annual
	External Audit Results report 2020/21 TBC	External Audit		Annual
	AGS 22/23 & Local Code of Corporate Governance	Director for Resources – Tina Stankley	Review & approve AGS & Local Code of Corporate Governance	Annual – scheduled for <u>June</u>

GOVERNANCE, RISK & AUDIT COMMITTEE – ANNUAL WORK PROGRAMME 2023/2024

Date	Topic	Lead Officer	Comments	Cycle
5th Dec 2023				
	External Audit Letter 2020/21 <i>Now renamed External Auditor's Annual Report 2020/21 and Certificate</i>	External Audit		Annual
	Corporate Risk Register	Director for Resources – Tina Stankley		Quarterly
	Internal Audit Progress & Follow-up Report	Internal Audit – Teresa Sharman	To review progress on internal audit recommendations	Quarterly
	Civil Contingencies Update	Resilience Manager		Annual
	Business Continuity Plan	Resilience Manager	<i>Deferred at request of Resilience Manager</i>	Internal Audit Rec
	Procurement Exemptions Register	Monitoring Officer – Cara Jordan	To review Procurement Exemptions	Quarterly
	Review of risks – Coastwise	Rob Goodliffe	Review requested by Overview & Scrutiny Committee 15 Nov 2023	Request from O&S
	<i>Referred to Cabinet at request of S151 Officer</i>	Risk Management Framework	Director for Resources – Tina Stankley	Bi-Annual
26th March 2024				
	Draft Statement of Accounts 2022/23	Director for Resources – Tina Stankley	To review the draft statement of accounts	Annual
	Final statement of accounts/ sign-off 2021/22	Director for Resources – Tina Stankley		Annual
	Strategic and annual plans internal audit plan 2023/24	Internal Audit – Teresa Sharman		Annual
	GRAC self-assessment	Internal Audit – Teresa Sharman		Annual
	Corporate Risk Register	Director for Resources – Tina Stankley	To review the corporate risk register	Quarterly
	Procurement Exemptions Register	Monitoring Officer – Cara Jordan	To review Procurement Exemptions	Quarterly
	Review of Council's Asset Register	Director for Resources – Tina Stankley	To review the number and value of Council assets	Committee Request

GOVERNANCE, RISK & AUDIT COMMITTEE – ANNUAL WORK PROGRAMME 2023/2024

2024-25				
	Anti-money laundering policy	Internal Audit – Teresa Sharman		3 years – Due 2024
	Counter Fraud, Corruption & Bribery Strategy	Internal Audit – Teresa Sharman		3 years – overdue (due Sep 2023)
	Whistle Blowing Policy	Monitoring Officer – Cara Jordan	To review the updated Whistleblowing Policy	Tri-annual June 2024

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	<p>Committee for a four year period subject to further advice, with delegated authority to be given to the Monitoring Officer in consultation with the GRAC Chairman to undertake recruitment arrangements.</p> <p>2. That the Governance, Risk and Audit Committee reports annually on how the Committee has complied with the CIPFA position statement 2022, to include how the Committee has discharged its responsibilities, an assessment of its performance and that such a report is made available to the public and included the in the Committee's annual self-assessment report.</p>	
28	CORPORATE RISK REGISTER	
	<p>RESOLVED</p> <p>1. To note the Corporate Risk Register.</p> <p>2. To request that CLT give consideration to the inclusion of an AI risk on the Corporate Risk Register.</p>	<p>GRAC</p> <p>CLT</p>
29	PROCUREMENT EXEMPTIONS REGISTER 26 MAY 2023 - 30 AUGUST 2023	
	<p>RESOLVED</p> <p>To note the Procurement Exemptions Register.</p>	GRAC