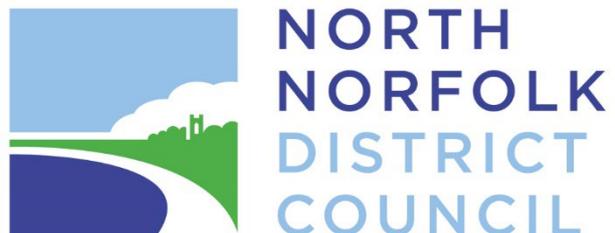


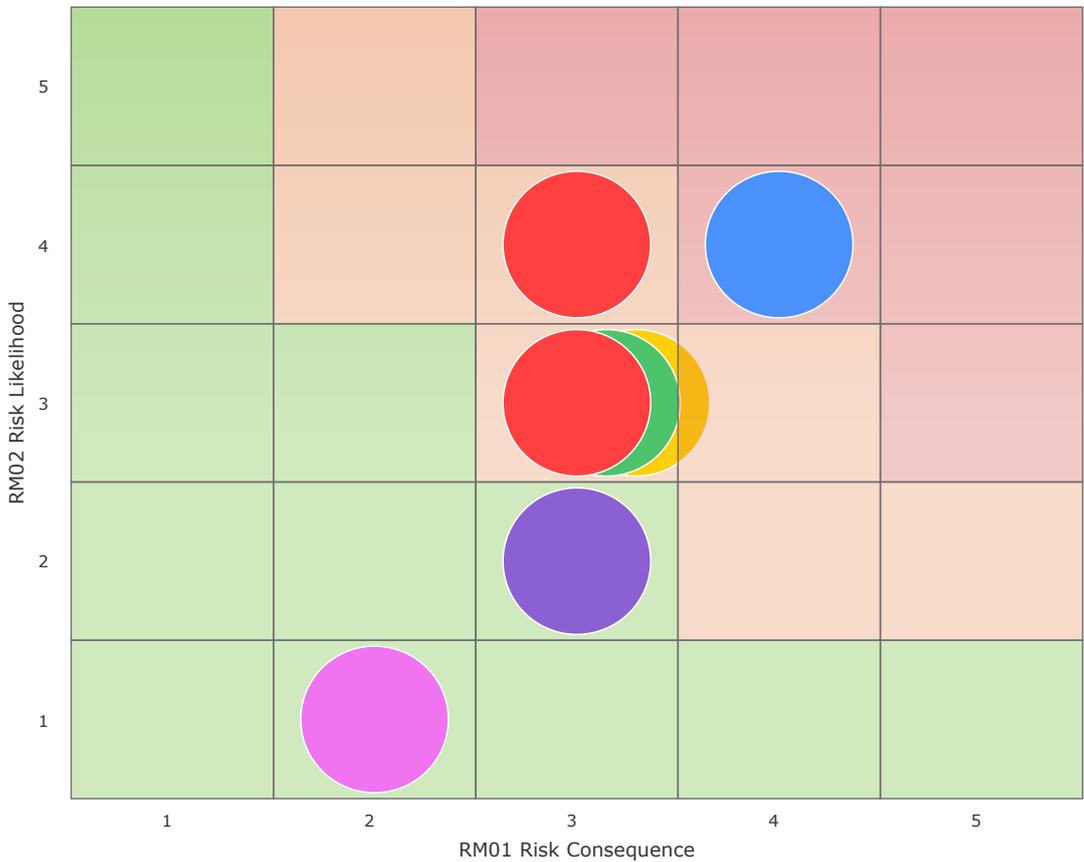
Corporate Risk Register

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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



Overview

The last report identified that the MTFs shows that the Council has funding gaps over the coming years and it was planned to undertake some early work over the summer to look at the budget for 2024/25. However, the new administration will be developing a new Corporate Plan over the summer and so a budget realignment exercise and new service plans will be done after the Corporate Plan is finalised in the autumn. Savings and efficiencies will be identified as part of this work so that the MTFs position can be revised. There are still many external factors that are having an impact on the Council's financial position and that of its residents. These include the national economy, the rate of inflation, interest rates rising, the cost of living crisis and uncertainty around the Norfolk County Deal which has been agreed in principle by the Government. There are considerable risks due to uncertainties around future funding and service delivery at present. Clarity on these should reduce the risks as the Council will be able to plan a way forward.



Risk scoring key

Corporate Risks

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

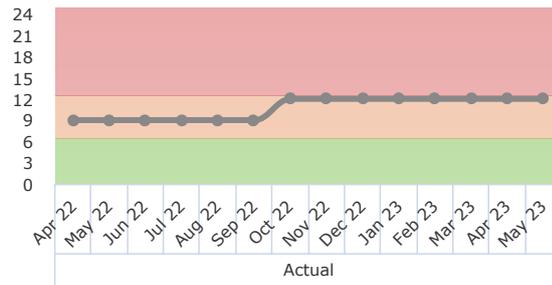
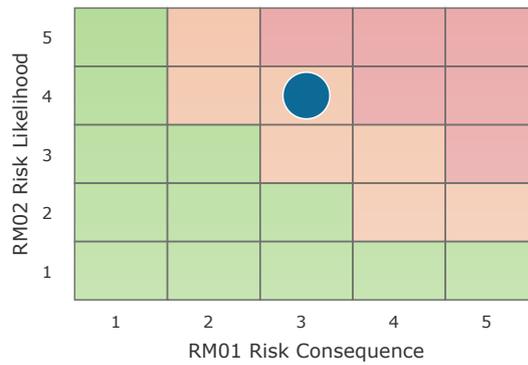
Impact Type	Catastrophic 5	Critical 4	Moderate 3	Marginal 2	Negligible 1
Objectives	The key objectives in the Corporate Plan will not be achieved.	One or more Key Objectives in the Corporate Plan will not be achieved.	Significant impact on the success of the Corporate Plan.	Some impact on more than one 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

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

30/04/2023		
SR 001 Financial (including credit & counterparty) : Status	Score	12.00
	Target	4.00
	Performance	●
	Direction of change	➔
	Comments	The financial position remains static with the only movement being that interest rates have continued to rise as the Bank of England have continued to increase the Base Rate. At present this is a positive for us as we have investments that are earning higher levels of interest than we budgeted for. Any temporary borrowing will incur higher interest charges though.

30/04/2023		
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	➔



Associated Corporate Risks

		30/04/2023
CR 015 Medium Term Financial Plan : Status	Score	12.00
	Target	4.00
	Performance	●
	Direction of change	➡
	Comments	



Control, Contingency & Mitigating Actions

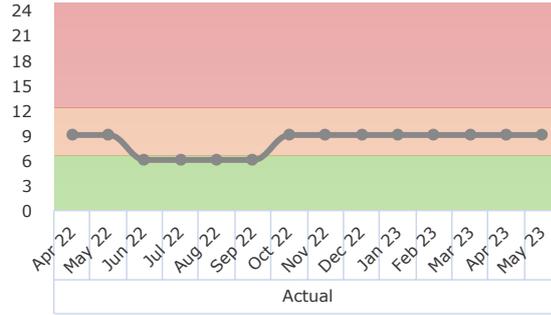
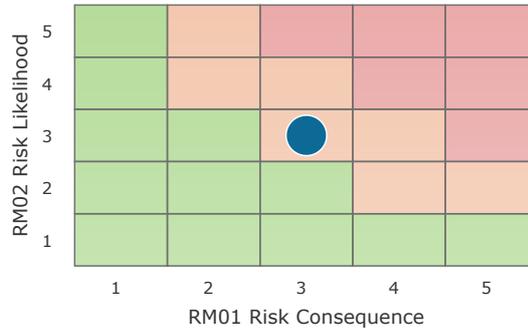
Implemented			
	Responsible		Mar 23
<input checked="" type="checkbox"/> Annual review of the Council's reserves	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Balanced budget agreed	Alison Chubbock	Performance	✔
<input checked="" type="checkbox"/> Budget Process / Budget Monitoring	Jeny Carroll	Performance	✔
<input checked="" type="checkbox"/> Business cases for commercialisation of assets to deliver future income and efficiencies	Alison Chubbock	Performance	✔
<input checked="" type="checkbox"/> Corporate Planning / Service Planning	Helen Thomas	Performance	✔
<input checked="" type="checkbox"/> Growth forecasting models	Alison Chubbock	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	Alison Chubbock	Performance	✔
<input checked="" type="checkbox"/> Utilisation of the New Homes Bonus grant within the base budget for 2018/19 onwards	Alison Chubbock	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

30/04/2023		
SR 002 Operational : Status	Score	9.00
	Target	4.00
	Performance	●
	Direction of change	➔
	Comments	Whilst there was industrial action taken in March/April 2023 it did not have the high level of disruption anticipated and planned for. Meanwhile other staff pay negotiations are still ongoing for 2023/24 and union members are being balloted about taking strike action. If strike action takes place plans will be put in place to ensure continuity of service to those in most need and to ensure the safety of everyone within the district.

30/04/2023		
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	➔



Associated Corporate Risks

		30/04/2023
CR 001 Deteriorating/ underused property assets : Status	Score	9.00
	Target	4.00
	Performance	●
	Direction of change	➡
	Comments	
CR 008 Loss of Information : Status	Score	16.00
	Target	4.00
	Performance	▲
	Direction of change	➡
	Comments	
CR 009 Poor Procurement : Status	Score	6.00
	Target	4.00
	Performance	★
	Direction of change	➡
	Comments	
CR 013 Emergency event : Status	Score	9.00
	Target	4.00
	Performance	●
	Direction of change	↘
	Comments	
CR 024 People Resources : Status	Score	4.00
	Target	4.00
	Performance	★
	Direction of change	➡
	Comments	
CR 025 Contract failure : Status	Score	16.00
	Target	4.00
	Performance	▲
	Direction of change	➡
	Comments	We have seen instances of companies going into liquidation during contracts which have left the Council with having to take action to complete works.



Control, Contingency & Mitigating Actions

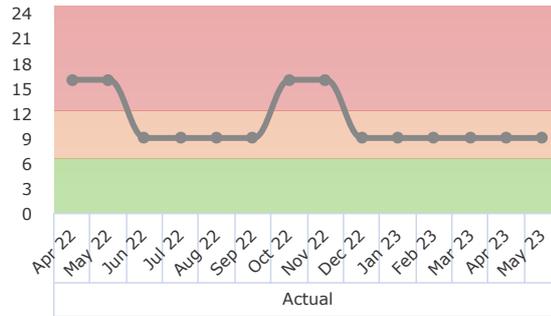
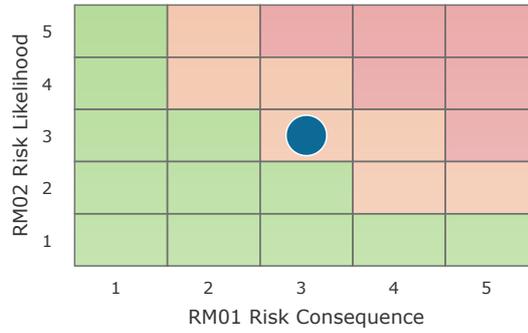
Implemented			
	Responsible		Mar 23
<input checked="" type="checkbox"/> Adequate budget provision both from revenue and capital to support R&M works and capital investment	Cara Jordan	Performance	✔
<input checked="" type="checkbox"/> Adequate staff or appropriately qualified external contractor support	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	Alison Chubbock	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	✔
<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	✔

	Responsible		Mar 23
<input checked="" type="checkbox"/> Advice for external suppliers	Alison Chubbock	Performance	
<input checked="" type="checkbox"/> Joint procurement protocol and opportunities for joint/shared procurement with other authorities	Alison Chubbock	Performance	
<input checked="" type="checkbox"/> Procurement Framework	Alison Chubbock	Performance	
<input checked="" type="checkbox"/> Procurement responsibility assigned	Alison Chubbock	Performance	
<input checked="" type="checkbox"/> Procurement Strategy	Alison Chubbock	Performance	
<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	
<input checked="" type="checkbox"/> Apprenticeship programme	James Claxton	Performance	
<input checked="" type="checkbox"/> Check-in process	James Claxton	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	
<input checked="" type="checkbox"/> Procurement Officer post established	Alison Chubbock	Performance	

Outstanding				
	Stage	Responsible		Mar 23
<input checked="" type="checkbox"/> Production and approval of the Asset Management Plan	In Progress	Renata Garfoot	Performance	
			Comments	
			Due Date	30/07/2020
<input checked="" type="checkbox"/> Review and update of Web Strategy	Cancelled	Sean Kelly	Performance	
			Comments	~
			Due Date	31/12/2020
<input checked="" type="checkbox"/> CC 002 ER1 Review Emergency Response Plan	In Progress	Alison Sayer	Performance	
			Comments	
			Due Date	30/04/2021
<input checked="" type="checkbox"/> HR 007 Develop 'People Strategy'	Cancelled	James Claxton	Performance	
			Comments	
			Due Date	31/07/2022

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

30/04/2023		
SR 003 Macroeconomic : Status	Score	9.00
	Target	12.00
	Performance	●
	Direction of change	➔
	Comments	The position remains unchanged.

30/04/2023		
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	➔



Associated Corporate Risks

30/04/2023		
CR 026 Impact of economic fluctuations on the North Norfolk economy : Status	Score	15.00
	Target	4.00
	Performance	▲
	Direction of change	➡
	Comments	



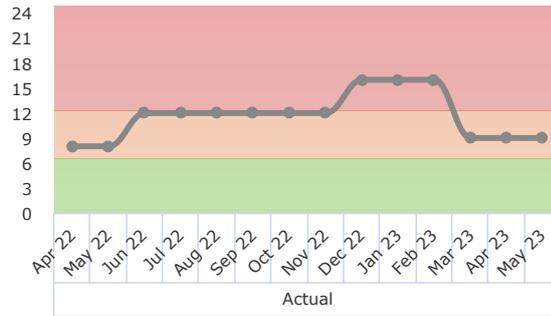
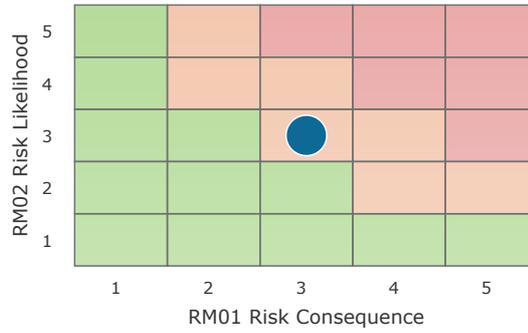
Control, Contingency & Mitigating Actions

Implemented			
	Responsible		Mar 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		Mar 23
<input checked="" type="checkbox"/> 2.2.1 Economic Growth Strategy 2020 - 2023	In Progress	Stuart Quick	Performance	●
			Comments	It is anticipated that post-election the incoming administration will agree the objectives which form the basis of an Economic Strategy. Meanwhile an online portal is being developed to promote the emerging programmes of economic support (through the UK Shared Prosperity Fund and Rural England Prosperity Fund) to businesses.
			Due Date	30/04/2023

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

30/04/2023		
SR 004 Strategic : Status	Score	9.00
	Target	4.00
	Performance	●
	Direction of change	➡
	Comments	Local elections on 4 May 2023 have resulted in no overall change in the administration.

30/04/2023		
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	➡



Associated Corporate Risks

		30/04/2023
CR 027 Strategic financial and performance management : Status	Score	4.00
	Target	4.00
	Performance	★
	Direction of change	➡
	Comments	



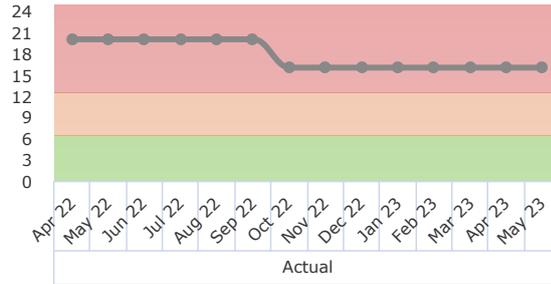
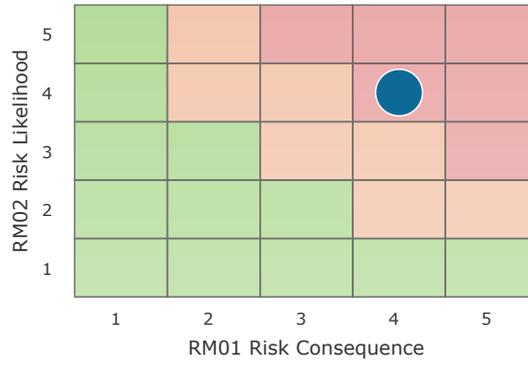
Control, Contingency & Mitigating Actions

Implemented				
	Responsible			Mar 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		Mar 23
<input checked="" type="checkbox"/> Emerging Local Plan	In Progress	Mark Ashwell	Performance	●
			Comments	Local Plan has been endorsed for submission for examination. Plan due for submission start of May 2023 with hearing session expected to be complete by September 2023 following which the Plan can be adopted by the Council.
			Due Date	not set

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

30/04/2023		
SR 005 Environment & Social : Status	Score	16.00
	Target	4.00
	Performance	▲
	Direction of change	➡
	Comments	The position remains unchanged.

30/04/2023		
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	➡

Associated Corporate Risks

		30/04/2023
CR 002 Flooding, erosion and loss of assets and delivery of services : Status	Score	20.00
	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.
CR 010 Housing Delivery : Status	Score	6.00
	Target	4.00
	Performance	★
	Direction of change	➡
	Comments	Joint venture nutrient neutrality mitigation strategy to be released in May 2023, register of interests for land owners to be promoted in May/ June 2023. Mitigation mapping is completed and will direct negotiations to ensure the backlog of planning applications can be addressed. The first planning permissions expected to be released August to September 2023. North Norfolk Local Plan submitted to the Planning Inspectorate for examination in April 2023. Expectation for examination in public to be held in September 2023.

Control, Contingency & Mitigating Actions

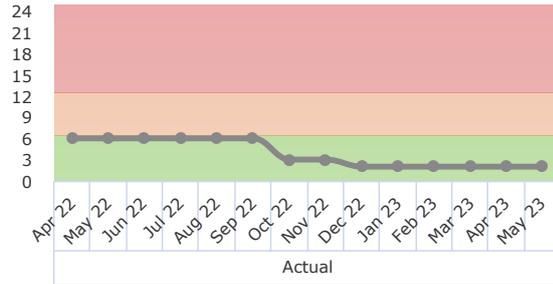
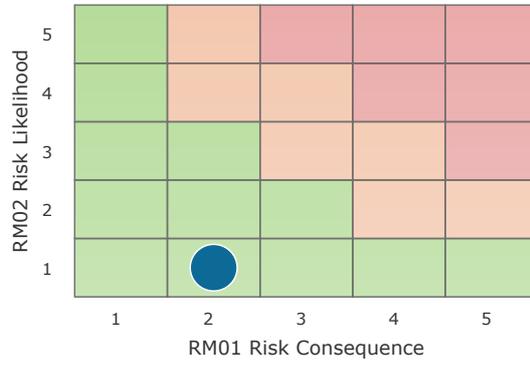
Implemented			
	Responsible		Mar 23
<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Robert Young	Performance	★
<input checked="" type="checkbox"/> Bacton and Walcott coastal management scheme	Rob Goodliffe	Performance	★
<input checked="" type="checkbox"/> 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	Alison Chubbock	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	★
<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	★

		Responsible	Mar 23
<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	Alison Chubbock	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	Mar 23	
<input checked="" type="checkbox"/>	CM 002 Refurbish coastal defences at Mundesley	In Progress	Tamzen Pope	Performance	
				Comments	Additional funding now approved by EA. Final Environmental Statement has been received from Mott MacDonald. Awaiting final detailed design outputs. Pre-Construction contract with Balfour Beatty is progressing and updated cost estimates following submissions of tenders from their sub-contractors is due this month. Local Liaison and Community drop in session ran at the beginning of March - generally very positive feedback. Concerns were raised by residents of SeaView Road as the scheme does not extend to in front of their properties. Discussions regarding the compound location - now been resolved using the front section of the Beach Road car park. Operational Officers Group to be established with other teams within NNDC to identify and resolve any further issues but also to identify opportunities. Member is fully informed
				Due Date	31/03/2023
<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
<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

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

30/04/2023		
SR 006 Governance : Status	Score	2.00
	Target	2.00
	Performance	★
	Direction of change	➡
	Comments	The position remains unchanged.

30/04/2023		
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	➡



Associated Corporate Risks

		30/04/2023
CR 028 Governance failures : Status	Score	4.00
	Target	4.00
	Performance	★
	Direction of change	➡
	Comments	



Control, Contingency & Mitigating Actions

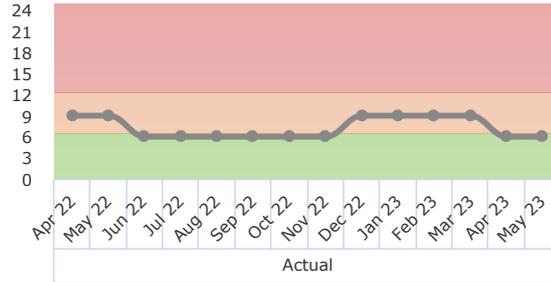
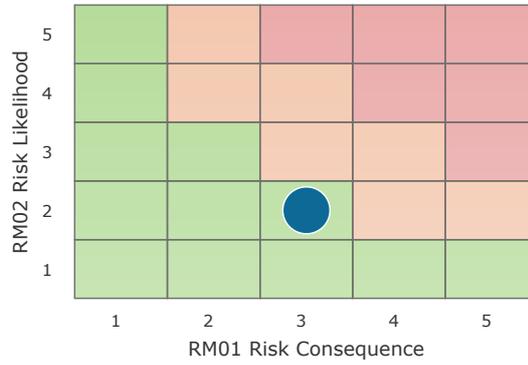
Implemented			
	Responsible		Mar 23
<input checked="" type="checkbox"/> Annual Assurance Statements	Alison Chubbock	Performance	✔
<input checked="" type="checkbox"/> Annual Audit Report	Lucy Hume	Performance	✔
<input checked="" type="checkbox"/> Annual Governance Statement 2019/20 supported by assurance 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	Alison Chubbock	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	Alison Chubbock	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

		30/04/2023
SR 007 Reputation : Status	Score	6.00
	Target	4.00
	Performance	★
	Direction of change	↓
	Comments	The strike by Serco's employees has not had the reputational impact that was anticipated. Not aware of anything else happening nor that is on the horizon that may have an adverse impact so I have reduced the likelihood to 2 from 3.

		30/04/2023
SR 007 Reputation : RM01 Risk Consequence	Score	3
	Target	2
	Direction of change	→
SR 007 Reputation : RM02 Risk Likelihood	Score	2
	Target	2
	Direction of change	↓



Associated Corporate Risks

This report does not contain any data



Control, Contingency & Mitigating Actions

Implemented

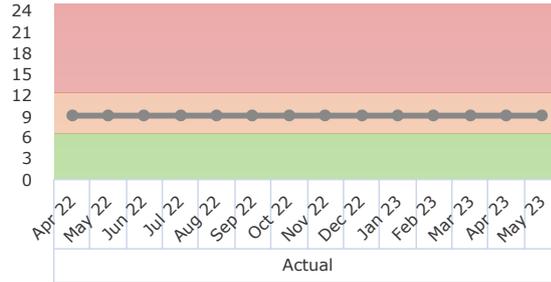
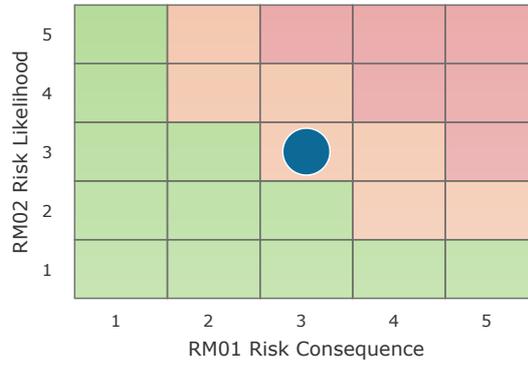
This report does not contain any data

Outstanding

This report does not contain any data

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

30/04/2023		
SR 008 Corporate project related risks : Status	Score	9.00
	Target	4.00
	Performance	●
	Direction of change	➡
	Comments	There is an increased level of risk with major projects at present mostly because the rate of inflation has remained high which means that it is still difficult to predict what project costs might be. Therefore the score has been left at 3 and 3.

30/04/2023		
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	➡

Associated Corporate Risks

		30/04/2023
CR 030 Sheringham Leisure Centre : Status	Score	6.00
	Target	4.00
	Performance	★
	Direction of change	➡
	Comments	The liquidation of the contractor prior to conclusion of the final account remains a concern. External advisors are being retained.
CR 032 Fakenham new roundabout - Delivery of highway infrastructure (roundabout) on A148 : Status	Score	6.00
	Target	4.00
	Performance	★
	Direction of change	⬇️
	Comments	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. 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. 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. Earliest opportunity for works now Autumn 2023 and this is the current target date. Design works continuing and new project manager appointed by NCC. Proposed works included in contractors work programme.
CR 033 North Walsham High Street Heritage Action Zone - project incomplete : Status	Score	4.00
	Target	4.00
	Performance	★
	Direction of change	➡
	Comments	With the near completion of the place making works, the budget has now been spent. Take up of the building improvement grants is good and external funding budget deadlines have been met. Work on The Cedars remains to be completed and has been impacted by inflation, however, completion is expected this summer (2023).

Control, Contingency & Mitigating Actions

Implemented			
	Responsible		Mar 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			
	Stage	Responsible	Mar 23
<input checked="" type="checkbox"/> Emerging Local Plan	In Progress	Mark Ashwell	Performance
			●
			Comments
			Local Plan has been endorsed for submission for examination. Plan due for submission start of May 2023 with hearing session expected to be complete by September 2023 following which the Plan can be adopted by the Council.
			Due Date
			not set