

Corporate Risk Register

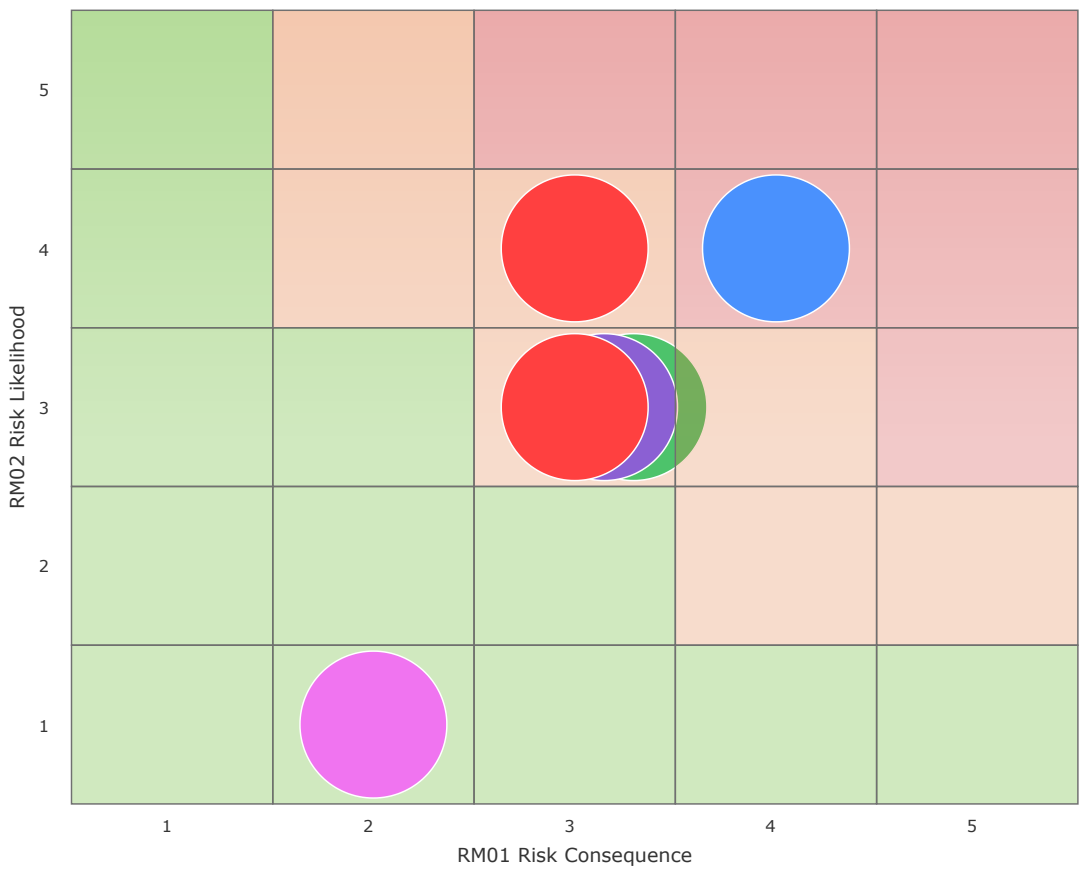
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**NORTH
NORFOLK
DISTRICT
COUNCIL**

Strategic Risk Matrix



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



Overview

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.



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

Actions and Performance Measure Keys

Actions - key to symbols

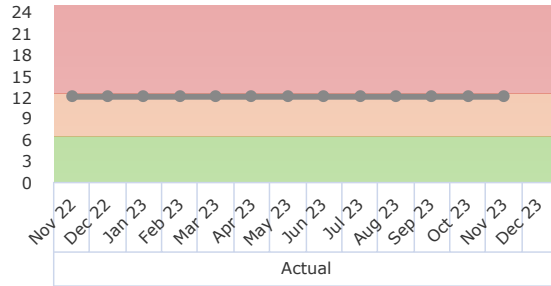
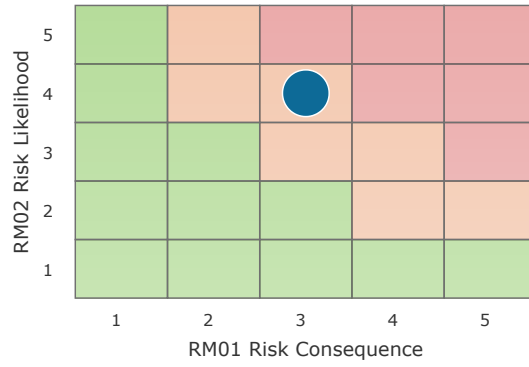
	The action may not be delivered, or may not deliver the planned outcomes, without intervention
	The action will be delivered but adjustments need to be made or the action may not be delivered as planned and/or may not deliver the planned outcomes
	The action is being delivered as planned
	The action 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



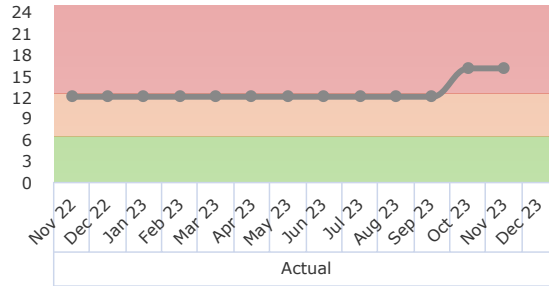
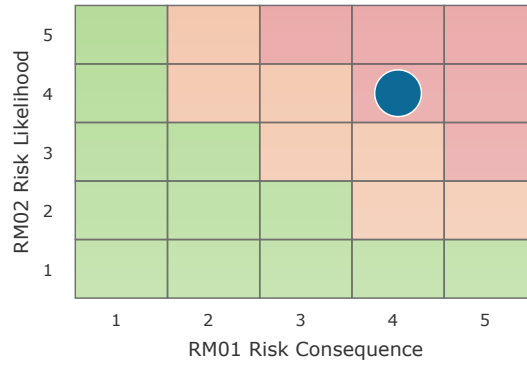
Latest Update

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

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	➡



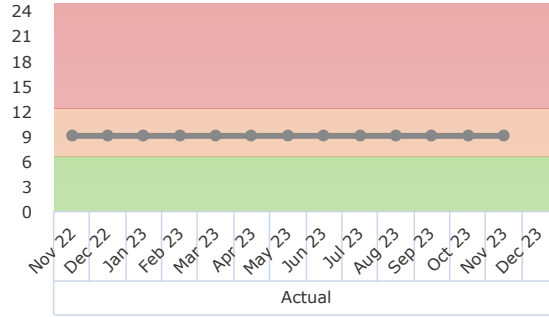
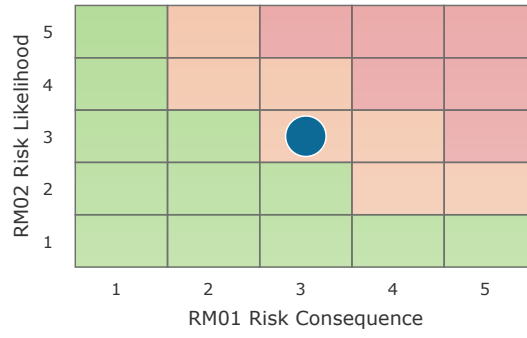
Control, Contingency & Mitigating Actions

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



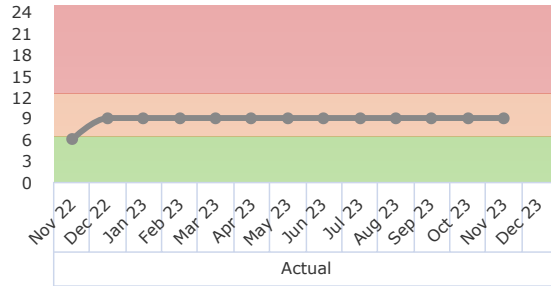
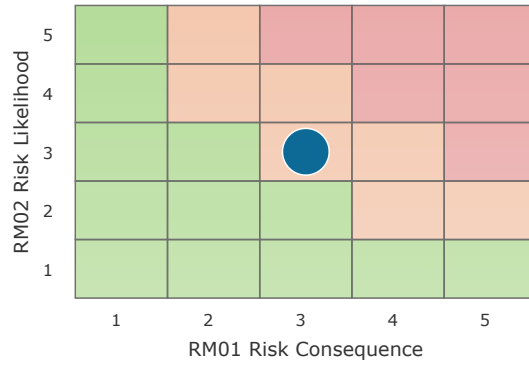
Latest Update

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	➔



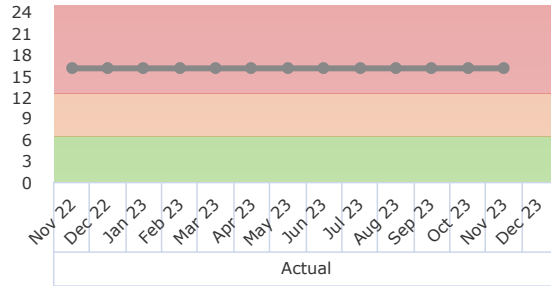
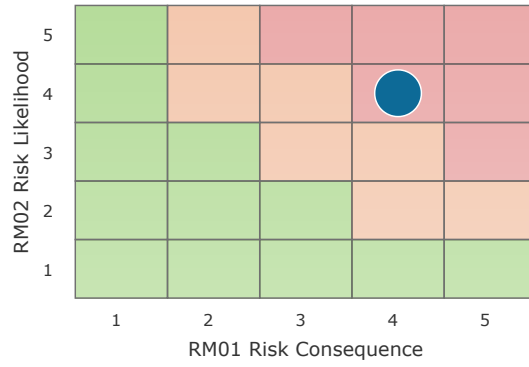
Control, Contingency & Mitigating Actions

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	➡



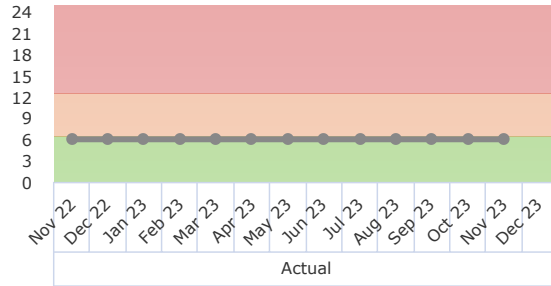
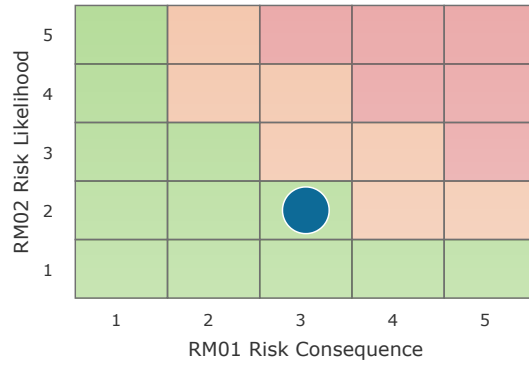
Control, Contingency & Mitigating Actions

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

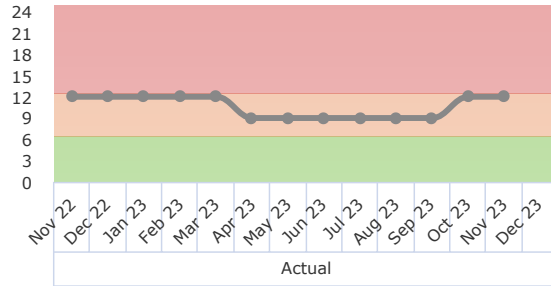
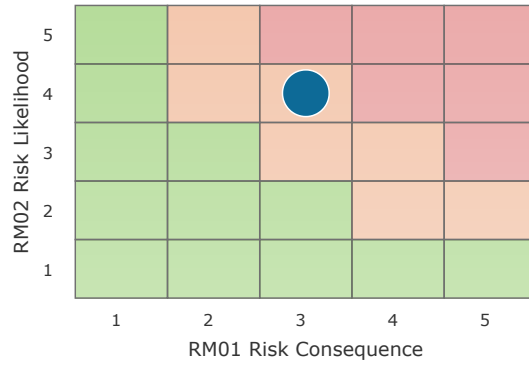
	Responsible		Sep 23
<input checked="" type="checkbox"/> Advice for external suppliers	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Joint procurement protocol and opportunities for joint/shared procurement with other authorities	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/>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



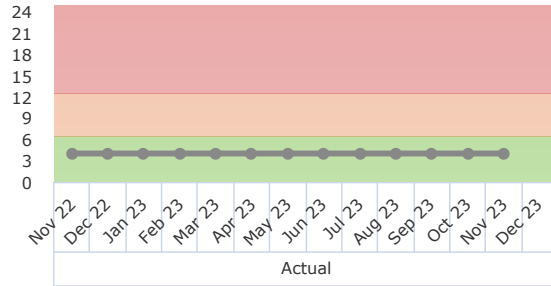
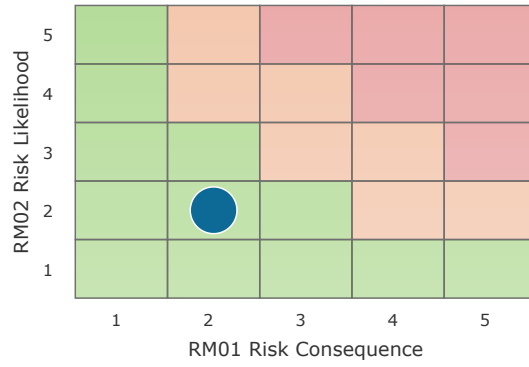
Control, Contingency & Mitigating Actions

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

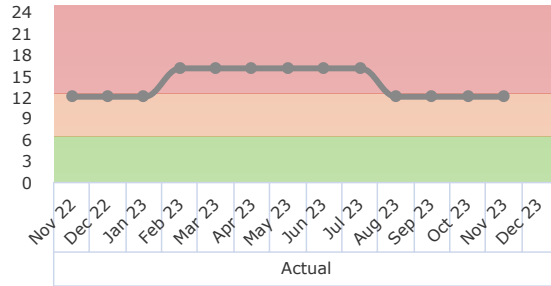
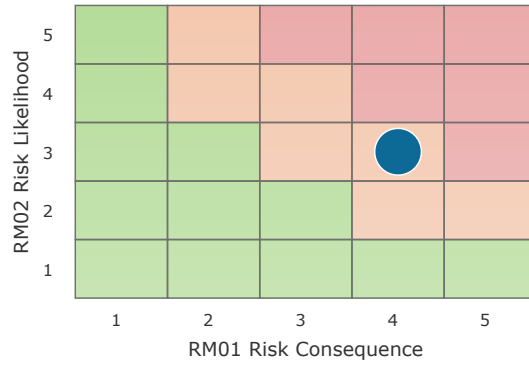
	Responsible		Sep 23
<input checked="" type="checkbox"/> Apprenticeship programme	James Claxton	Performance	✔
<input checked="" type="checkbox"/> Check-in process	James Claxton	Performance	✔
<input checked="" type="checkbox"/> Corporate Planning / Service Planning	Helen Thomas	Performance	✔
<input checked="" 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

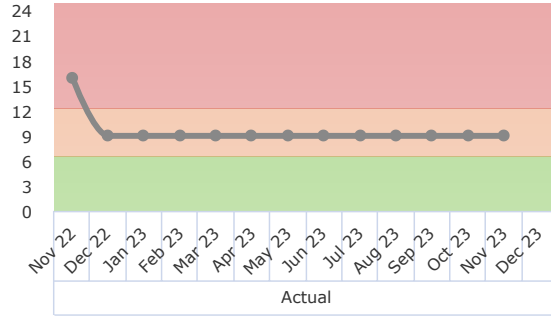
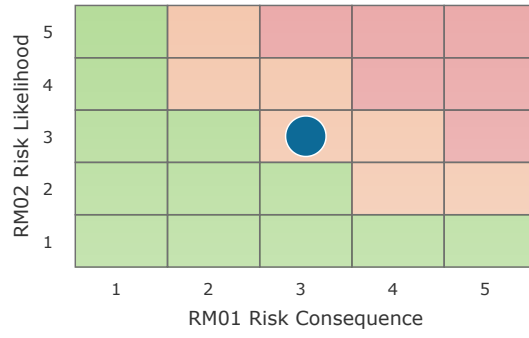
	Responsible		Sep 23
<input checked="" type="checkbox"/> Advice for external suppliers	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/> Joint procurement protocol and opportunities for joint/shared procurement with other authorities	Tina Stankley	Performance	✔
<input checked="" type="checkbox"/>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



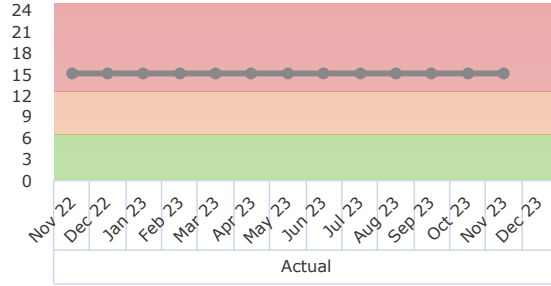
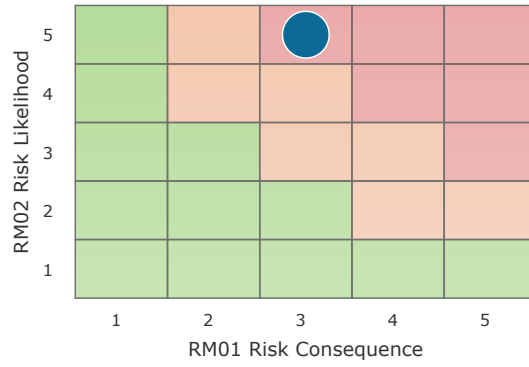
Latest Update

		30/11/2023
SR 003 Macroeconomic : Status	Score	9.00
	Target	12.00
	Performance	●
	Direction of change	➔
	Comments	<p>30/11/2023</p> <p>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.</p>

			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	➡



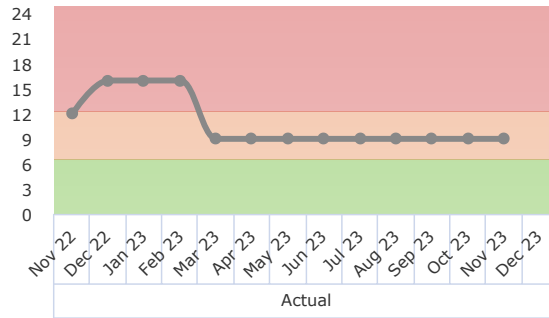
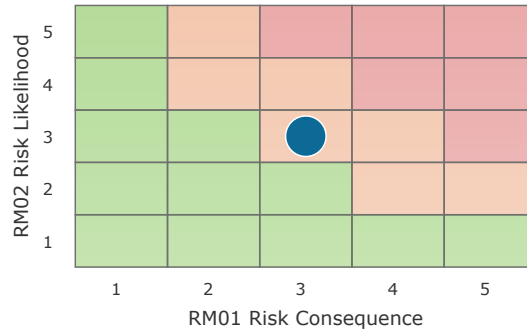
Control, Contingency & Mitigating Actions

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



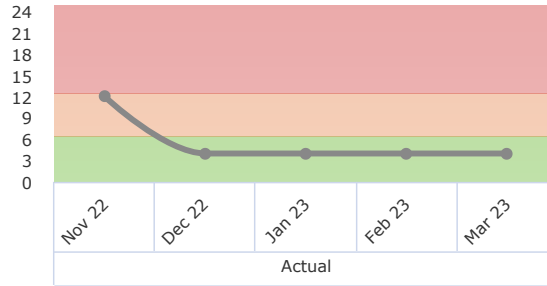
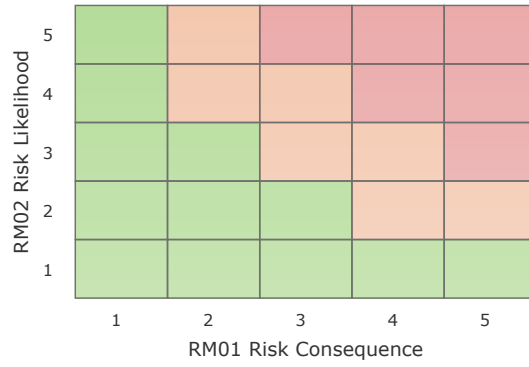
Latest Update

		30/11/2023
SR 004 Strategic : Status	Score	3.00
	Target	4.00
	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	>>



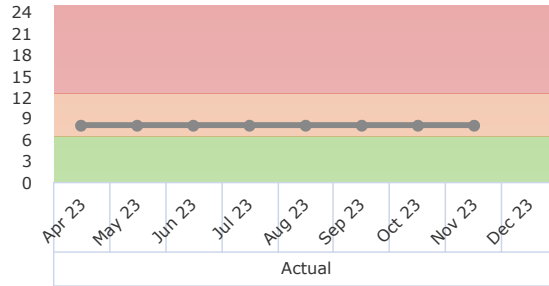
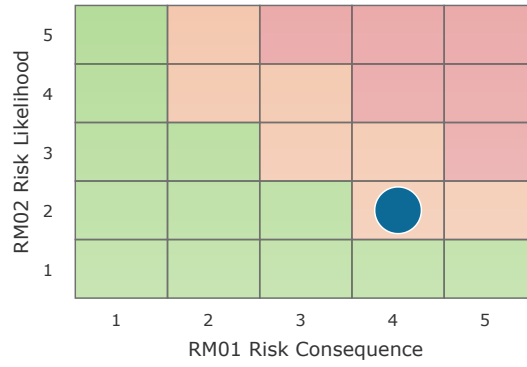
Control, Contingency & Mitigating Actions

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

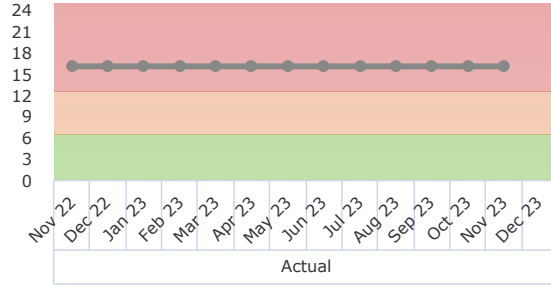
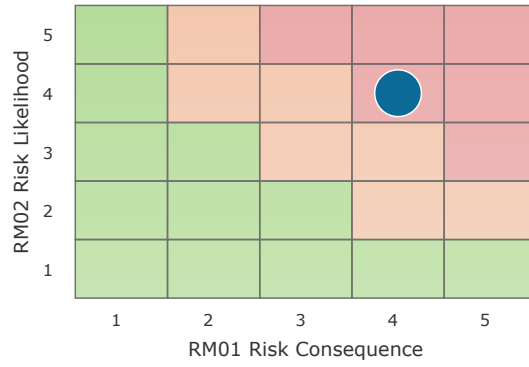
This report does not contain any data

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



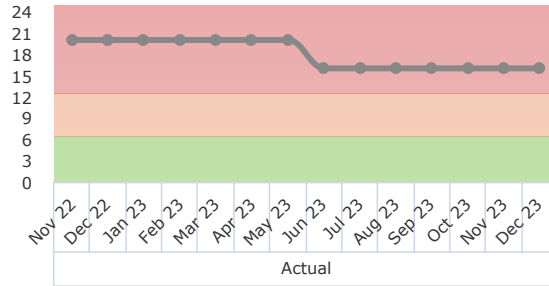
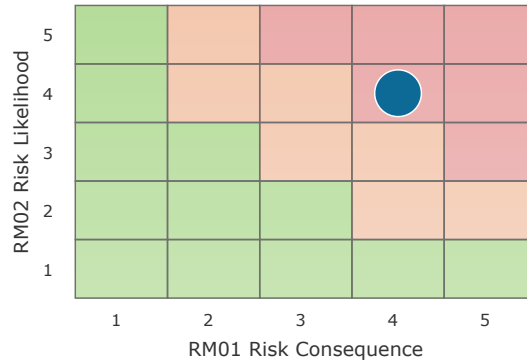
Latest Update

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	➡



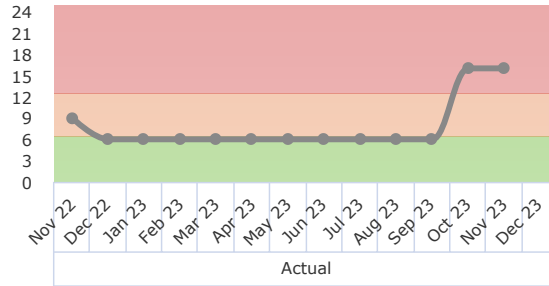
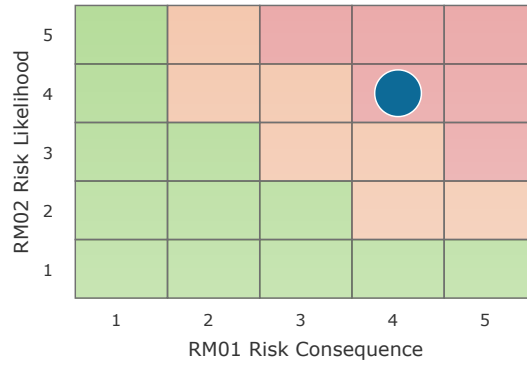
Control, Contingency & Mitigating Actions

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	➡



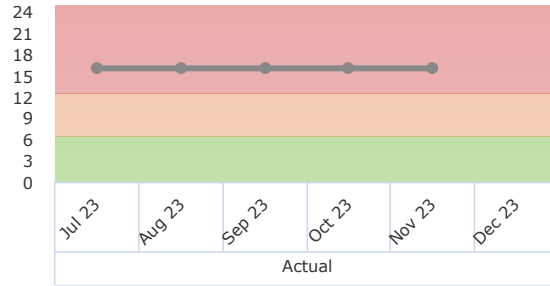
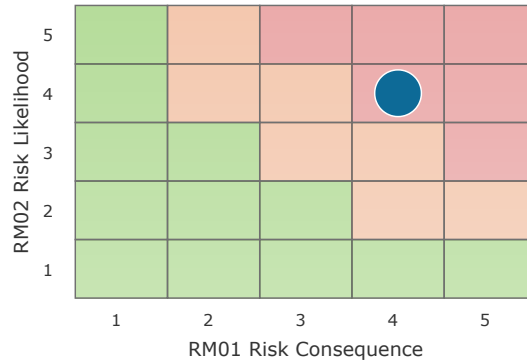
Control, Contingency & Mitigating Actions

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

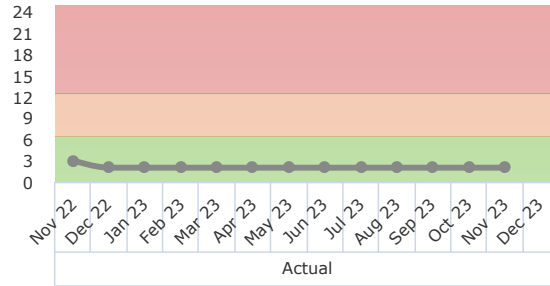
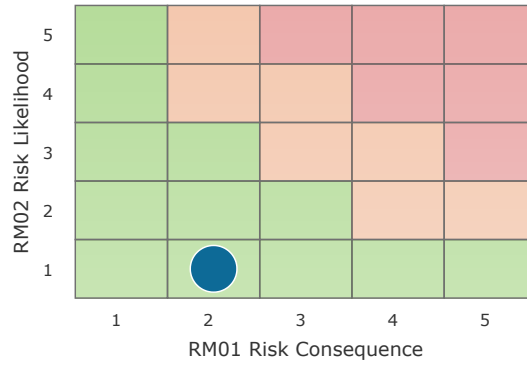
This report does not contain any data

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



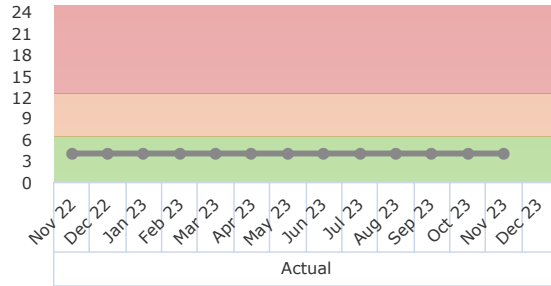
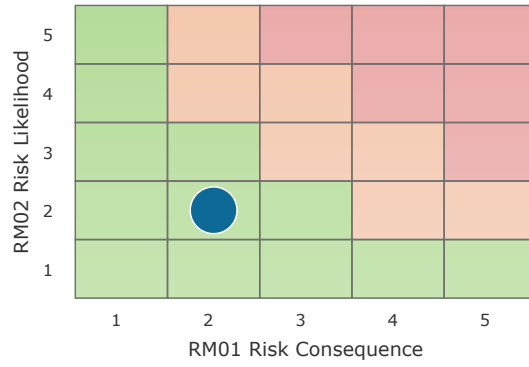
Latest Update

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	➡



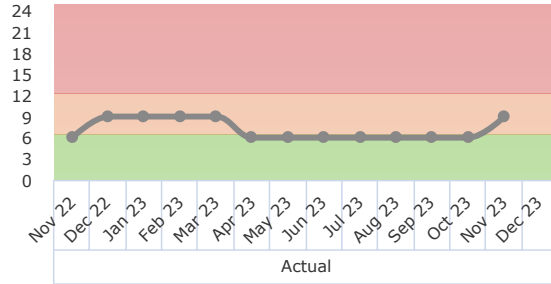
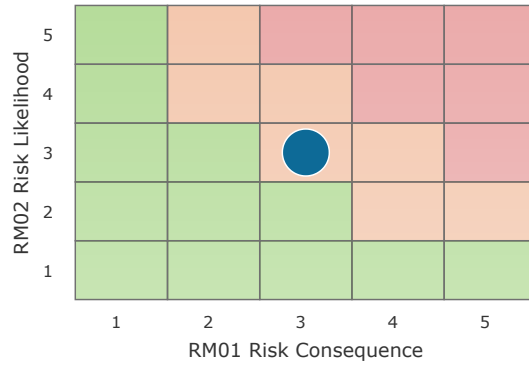
Control, Contingency & Mitigating Actions

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



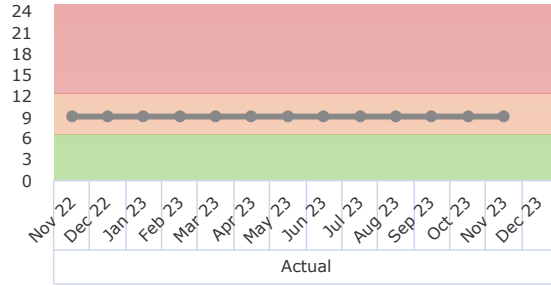
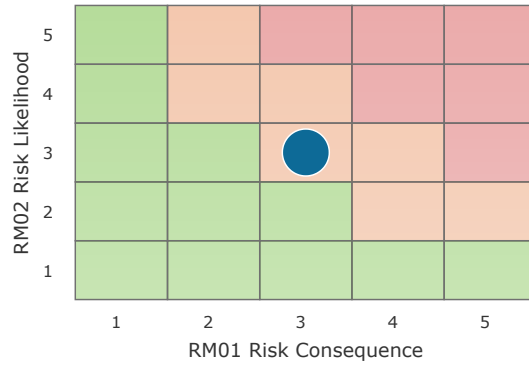
Latest Update

		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



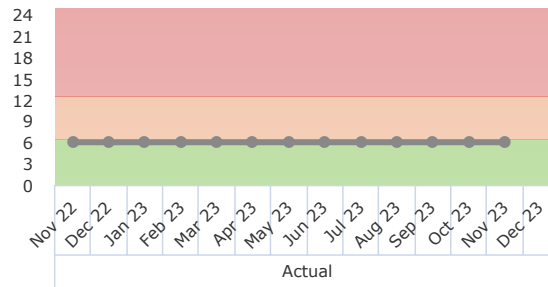
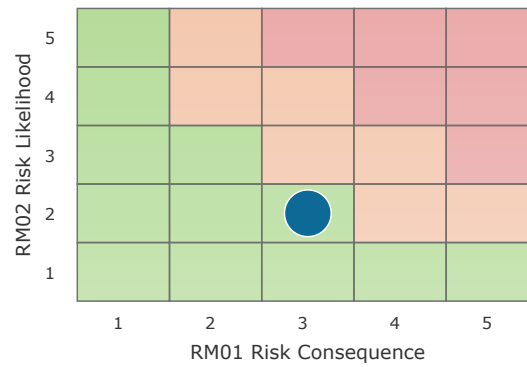
Latest Update

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

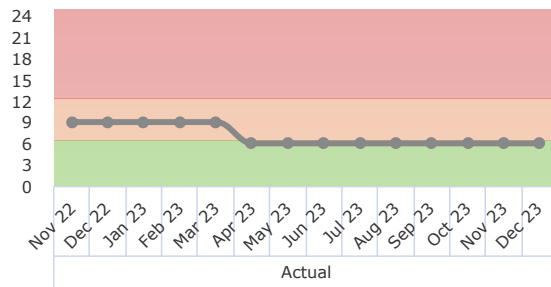
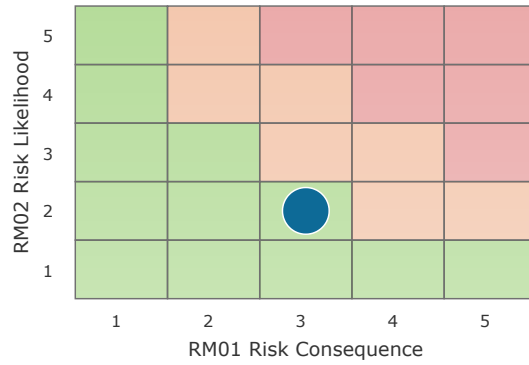
	Responsible		Sep 23
<input checked="" type="checkbox"/> Operation of Overview and Scrutiny Committee	Emma Denny	Performance	✔
<input checked="" type="checkbox"/> Project management & reporting procedures - Sheringham Leisure Centre	Robert Young	Performance	✔

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	2
	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	➡



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Implemented

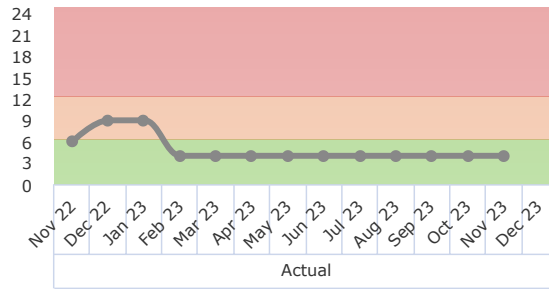
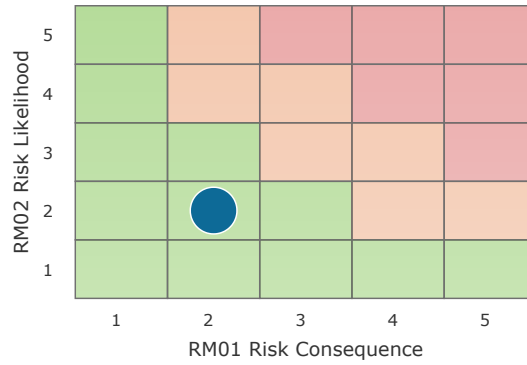
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Outstanding

	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