

# Interim Corporate Risk Register as at May 2024

## Contents

Overview .....	2
Risk Matrix .....	3
CR 015 Medium Term Financial Plan .....	4
CR 001 Deteriorating/ underused property assets .....	5
CR 037 High cost and resource issues from prosecutions, enforcement action and litigation - NEW .....	6
CR 008 Loss of Information .....	7
CR 009 Poor Procurement .....	8
CR 013 Emergency Event .....	9
CR 024 People Resources .....	10
CR 025 Contract Failure .....	11
CR 035 Failure to deliver the Local Plan.....	12
CR 002 Flooding, erosion and loss of assets and delivery of services.....	13
CR 010 Housing Delivery .....	14
CR 034 Not achieving the Net Zero 2030 target .....	15
CR 028 Governance failures .....	16
CR 029 Poor reputation of the Council in the Community .....	17
CR 030 Sheringham Leisure Centre.....	18
CR 032 Fakenham new roundabout - Delivery of highway infrastructure (roundabout) on A148 .....	19
CR 033 North Walsham High Street Heritage Action Zone - project incomplete .....	20
CR 036 Cromer and Mundesley Coastal Management Schemes.....	21
CR 038 Fakenham Leisure and Sports Hub (FLASH) – threat to building within funding window - NEW .....	22
CR 039 Rocket House building repair and energy improvement works - NEW .....	23
KEY.....	24

## Overview

The outturn report for 2023/24 will be presented to Cabinet on 8 July 2024, within which we are reporting a year-end deficit of nearly £1.0m. The financial sustainability of the Council is a major risk. There are several areas of major concern whereby the budget pressures are not within our control and are effectively 'demand led'.

Firstly, the demand led budget for Temporary Accommodation is under significant pressure due to the rising need for temporary accommodation across the district.

Secondly, the impact of nutrient neutrality is being felt across many areas of the Council e.g. the Planning and Building Control actual income is well below that anticipated for the year. Planning applications are not being submitted as they are being stalled by nutrient neutrality which has also reduced our New Homes Bonus Grant to virtually zero (from £418k in 2022/23).

Another area of concern is the implementation of a separate food waste collection by March 2026. The capital grant funding that the government are offering is thought to be only half of what the Council would need to cover the capital costs.

The final risk to cite and perhaps the most considerable risk for the future, due to the uncertainty, is around the future funding streams coming from central government. This uncertainty is now around the outcome of the General Election and what the incoming Government intentions are e.g. a possible review of local government – is the two tier system still appropriate.

A new risk has been added to the Corporate Risk Register 'CR 038 Fakenham Leisure and Sports Hub (FLASH) – threat to building within funding window' The major concern with this project currently is that whilst the Council has signed the MoU, sign off by the Government has been held up as we're in a pre-election period. Until this has been signed there is no confirmation of funding which obviously will impact the delivery within the very tight timescale. It is hoped that the Government will recognise this and extend the completion deadline to allow for this 'dead' time before the General Election.

Risk Matrix

5					
4			<u>CR 034</u>	<u>CR 002</u> <u>CR 010</u> <u>CR 015</u> <u>CR 036</u>	
3		<u>CR 009</u> <u>CR 032</u>	<u>CR 001</u> <u>CR 025</u> <u>CR 026</u> <u>CR 037</u> <u>CR 039</u>	<u>CR 008</u> <u>CR 013</u>	
2		<u>CR 024</u> <u>CR 028</u> <u>CR 030</u> <u>CR 033</u> <u>CR 035</u>	<u>CR 029</u> <u>CR 038</u>		
1					
Impact					
Likelihood	1	2	3	4	5

## CR 015 Medium Term Financial Plan

1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening 4. Risk category	Existing Controls	Score (with controls) Impact x Likelihood = Total rating and change of direction	Action (to achieve target score)	Target Score Impact x Likelihood = Total rating	Progress update	Corporate Objective	Lead Officer
<p>1. Forecast funding reductions and shift to local financing from business rates, council tax and new homes bonus.</p> <p>2. Reduced funding to fund current service levels and produce a balanced budget. Use of reserves is not sustainable strategy to bridge income/ expenditure.</p> <p>3. Funding gaps in the medium to long term.</p> <p>4. Primary – A Financial, Secondary - D Operational (including capacity/ delivery/ resources/ health &amp; safety).</p>	<p>Reporting - New legislation and consultation.</p> <p>Policy Work.</p> <p>Lobbying Central Government.</p> <p>Medium Term Financial Strategy.</p> <p>Corporate Planning / Service Planning.</p> <p>Budget Process / Budget Monitoring.</p> <p>Monitoring impact of the business rates retention.</p> <p>Annual review of the Council's reserves.</p> <p>Timely agreement of the annual Localised Council Tax Support Scheme.</p> <p>Balanced budget agreed.</p> <p>Growth forecasting models.</p> <p>Business cases for commercialisation of assets to deliver future income and efficiencies.</p>	<p><b>4 x 4 = 16</b></p> <p><b>→</b></p>	<p><b>Introducing monitoring of savings and additional income in the 2024/25 budget.</b></p>	<p><b>3 x 3 = 9</b></p>	<p><b>It has been updated with the latest information presented to Full Council on 21 February.</b></p> <p><b>On 3 June the Director for Resources is meeting with the Portfolio Holder for Finance and the Chair and Vice Chair of Overview and Scrutiny Committee to discuss presenting to Members an earlier version of the MTFs during the summer of 2024. The purpose is to give Members an earlier picture of the financial situation over the medium term.</b></p>	<p>Council: Effective &amp; Efficient: 1</p> <p>Managing our finances and contracts robustly to ensure best value for money</p>	<p>Tina Stankley</p>

CR 001 Deteriorating/ underused property assets

1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening 4. Risk category	Existing Controls	Score (with controls) Impact x Likelihood = Total rating and change of direction	Action (to achieve target score)	Target Score Impact x Likelihood = Total rating	Progress update	Corporate Objective	Lead Officer
1. Lack of funding to repair and maintain assets and increased maintenance costs. 2. Deteriorating/ underused property assets. 3. Loss of revenue / legal liability/ not achieving value for money /reputational risk/ capital commitment. 4. Primary - A Financial, Secondary - H Reputational	Business cases for commercialisation of assets to deliver future income and efficiencies. Adequate budget provision both from revenue and capital to support R&M works and capital investment. Asset Condition Surveys. Compliance policies in place and up to date. Compliance works undertaken in a timely fashion. Adequate staff or appropriately qualified external contractor support. Procure a Strategic Development Partner.	<b>3 x 3 = 9</b> 	<b>Production and approval of the Asset Management Plan</b>	<b>2 x 2 = 4</b>	The <b>Asset Management Plan is going through an internal consultation process.</b>	Council: Opportunity: 3 Increasing the rates of occupation on all council's commercial properties	Karl Smith

CR 037 High cost and resource issues from prosecutions, enforcement action and litigation - NEW

1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening 4. Risk category	Existing Controls	Score (with controls) Impact x Likelihood = Total rating and change of direction	Action (to achieve target score)	Target Score Impact x Likelihood = Total rating	Progress update	Corporate Objective	Lead Officer
1. Requirement to take costly action in financial and other resource terms 2. 2. Statutory obligation to investigate and apply enforcement action including health and safety, food safety, licensing, environmental protection, planning. Public suing NNDC, equality act. 3. Enormous overspends to budgets. Not being able to carry out statutory and non-statutory functions due to the large call on staff resources. Also a risk if decide not to take enforcement action – risk of Judicial Review and to reputation 4. Primary=A Financial, Secondary=D Operational (including capacity/delivery/resources/health & safety) E Strategic F Environmental and Social G Governance H Reputational	<p><b>Case decision making process.</b></p> <p><b>Apply two stage evidential and public interest tests</b></p> <p><b>Enforcement Policy</b></p> <p><b>Apply HSE enforcement matrix</b></p> <p><b>Liaise with relevant Portfolio Holder</b></p> <p><b>Refer to constitution for procedures</b></p> <p><b>EH reserve</b></p> <p><b>Staff training in understanding and interpreting legislation</b></p> <p>Regular inspections</p>	<p><b>3 x 3 = 9</b></p>	<p><b>No reserves currently identified</b></p>	<p><b>2 x 2 = 4</b></p>	<p><b>Discussed at a Management Team meeting in May 2024 and added to the Corporate Risk Register.</b></p>	<p>Corporate Plan and statutory duties</p>	<p>Karl Smith</p>

CR 008 Loss of Information

1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening 4. Risk category	Existing Controls	Score (with controls) Impact x Likelihood = Total rating and change of direction	Action (to achieve target score)	Target Score Impact x Likelihood = Total rating	Progress update	Corporate Objective	Lead Officer
1. Loss of information assets. 2. Loss due to cybercrime (hacking/ theft) 3. Operational disruption, impact on customers. 4. Primary – A Financial, Secondary – H Reputational	PSN Code of Connection compliance. ICT Strategy. IT Security Policies. Implement data security protocols. IT Monitoring. Data Protection training. Regular audits of IT security arrangements. Regular 3rd party data protection and integrity testing. Information Risk Policy and Role Description. GDPR compliance Framework. Certificated Security Professional Training.	$4 \times 3 = 12$ →	<b>Cyber security training</b>	$2 \times 2 = 4$	<b>Ongoing cyber security training for all staff taking place.</b> <b>The risk remains high but this is well managed by the IT team, taking all steps possible to guard against and mitigate this risk.</b>	Council: Effective & Efficient: 4 Ensuring that strong governance is at the heart of all we do	Tina Stankley

## CR 009 Poor Procurement

1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening 4. Risk category	Existing Controls	Score (with controls) Impact x Likelihood = Total rating and change of direction	Action (to achieve target score)	Target Score Impact x Likelihood = Total rating	Progress update	Corporate Objective	Lead Officer
1. Procurement policies and procedures not followed or not fit for purpose. 2. Inadequate procurements 3. Poor Procurement - poor value for money, poor strategic and operational outcomes, legal challenge, loss of public confidence, lack of transparency. 4. Primary – A Financial, Secondary – H Reputational	Procurement Strategy. Procurement Framework. Joint procurement protocol and opportunities for joint/shared procurement with other authorities. Advice for external suppliers. Procurement responsibility assigned. Publish updated and complete contracts register.	<b>3 x 2 = 6</b> 		<b>2 x 2 = 4</b>	<b>An audit of procurement has been carried and recommendations are being implemented.</b>	Council: Effective & Efficient: 4 Ensuring that strong governance is at the heart of all we do	Tina Stankley

## CR 013 Emergency Event

1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening 4. Risk category	Existing Controls	Score (with controls) Impact x Likelihood = Total rating and change of direction	Action (to achieve target score)	Target Score Impact x Likelihood = Total rating	Progress update	Corporate Objective	Lead Officer
1. Any Internal or external event that has a significant impact on the Council. 2. These events could include those that affect the Council and its resources or an event that affects the wider district. 3. The ability of the Council to deliver services is reduced. 4. Primary – A Financial, Secondary - D Operational (including capacity/ delivery/ resources/ health & safety)	Corporate Planning / Service Planning. Budget Process / Budget Monitoring. Refresh the project management framework. Emergency Response & Recovery Planning. Business Continuity Planning. Complete critical services' Business Continuity Plans (BCP). Corporate Business Continuity key role training. Corporate Policies and Procedures. Employment Policies. Forward adverse weather guidance. CC 001 Consideration of COVID-19 implications.	<b>3 x 3 = 9</b> 	<b>CC 002 ER1 Review Emergency Response Plan Business Continuity Plans new template is being introduced May 2024. The template is easier to use, clearer and more relevant. Service managers will be asked to transfer their information to the new template by 31 July 2024 - NEW</b>	<b>2 x 2 = 4</b>	Since October 2023 the Civil Contingencies Team have responded to persistent flooding issues, particularly in the Broads, and flooding to properties as a result of the named storms.  <b>Nineteen incidents have been responded to since 1 January 2024. The likelihood scored has been reduced from 4 to 3 because seasonal weather is improving.</b>	Statutory obligation	Alison Sayer

## CR 024 People Resources

1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening 4. Risk category	Existing Controls	Score (with controls) Impact x Likelihood = Total rating and change of direction	Action (to achieve target score)	Target Score Impact x Likelihood = Total rating	Progress update	Corporate Objective	Lead Officer
1. Employment market conditions. 2. Failure to retain and recruit adequately trained and experienced staff. 3. Negative impact on corporate plan, business transformation, performance and delivery 4. Primary – A Financial, Secondary - D Operational (including capacity/ delivery/ resources/ health & safety)	Corporate Planning / Service Planning. Review Pay Policy. Review relocation policy. Employee Referral Scheme. Market Pay Review report. Apprenticeship programme. Check-in process. HR 006 New Ways of Working - Policy Creation. Updated Recruitment Guidelines for Hiring Managers and Employees. Additional information and guidance to support employees when applying for rolls at NNDC.	<b>2 x 2 = 4</b>  	<b>Workforce Development Plan will be drafted written and approved in 2024.</b>  <b>A Learning and Development Strategy is being drafted. The aim of this strategy will be to retain current employees- NEW</b>	<b>2 x 2 = 4</b>	<b>NNDC absence rates and turnover rates are significantly less than the sector averages. Susan checking.</b>	Council: Effective & Efficient: 5 Creating a culture that empowers and fosters an ambitious, motivated workforce	Susan Sidell

## CR 025 Contract Failure

1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening 4. Risk category	Existing Controls	Score (with controls) Impact x Likelihood = Total rating and change of direction	Action (to achieve target score)	Target Score Impact x Likelihood = Total rating	Progress update	Corporate Objective	Lead Officer
1. Failure of a contractor 2. The Council has a number of contracts for service delivery. 3. Increased costs and operational disruption. 4. Primary – A Financial, Secondary – H Reputational	Procurement Strategy. Procurement Framework. Joint procurement protocol and opportunities for joint/shared procurement with other authorities. Advice for external suppliers. Procurement Officer post established.	<b>3 x 3 = 9</b> 		<b>2 x 2 = 4</b>	<b>The impact level has been reduced because mitigation against failure of our major contracts is built into the contract.</b>	Council: Effective & Efficient: 1 Managing our finances and contracts robustly to ensure best value for money	Tina Stankley

## CR 035 Failure to deliver the Local Plan

1. Cause of risk	Existing Controls	Score (with controls) Impact x Likelihood = Total rating and change of direction	Action (to achieve target score)	Target Score Impact x Likelihood = Total rating	Progress update	Corporate Objective	Lead Officer
<p>1. Local Plan process being delayed.</p> <p>2. Loss of key staff, changes in legislation and political expectations</p> <p>3. Failure to deliver corporate objectives for all themes.</p> <p>4. Primary – D Operational (including capacity/ delivery/ resources/ health &amp; safety), Secondary – E Strategic and H Reputational</p>	<p>Effective project management.</p> <p>Ensuring there is a pool of suitably skilled and knowledgeable Planning staff that can be called on to contribute to the Local Plan process.</p> <p>Member Training.</p>	<p><b>3 x 2 = 6</b></p> <p style="text-align: center;">↓</p>	<p><b>The departure of the Planning Policy Manager will require associated transitional arrangements. - NEW</b></p>	<p><b>2 x 2 = 4</b></p>	<p><b>Discussion underway regarding transitional arrangements as a result of the Planning Policy Manager retiring.</b></p>	<p>Statutory obligation</p>	<p>Russell Williams</p>

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

1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening 4. Risk category	Existing Controls	Score (with controls) Impact x Likelihood = Total rating and change of direction	Action (to achieve target score)	Target Score Impact x Likelihood = Total rating	Progress update	Corporate Objective	Lead Officer
1. Lack of Government funding. 2. Lack of ability to maintain coast defences and / or to support local coastal adaption needs. 3. Inability to adapt to climate change - increased coastal erosion and flooding. 4. Primary – E Strategic, Secondary - F Environmental and Social	Corporate Planning / Service Planning. Net Zero 2030 Strategy and Climate Action Plan. Shoreline Management Plan (SMP). Repairs & Maintenance Programme. Procurement practices. Health & Safety checking and monitoring. DEFRA funding of capital schemes. Coastal Monitoring including the use of drones. Control of coastal management schemes through procurement and regular checking. Coastal Partnership East set up. Environment Forum.	<b>4 x 4 = 16</b>  <b>→</b>	<b>Refurbish coastal defences at Mundesley.</b> <b>10-year capital programme.</b> <b>Refurbish coastal defences at Cromer.</b>	<b>3 x 3 = 4</b>	<b>Construction of the Cromer and Mundesley Scheme started 5 March 2024. Urgent health and safety repairs to assets are being undertaken. Non urgent repairs are being included in the ongoing repairs and maintenance programme.</b>	Greener: Coast: 3 Continuing our programme of investment in coastal and resort infrastructure and amenities, building on the progress made in recent years	Tamzen Pope

## CR 010 Housing Delivery

1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening 4. Risk category	Existing Controls	Score (with controls) Impact x Likelihood = Total rating and change of direction	Action (to achieve target score)	Target Score Impact x Likelihood = Total rating	Progress update	Corporate Objective	Lead Officer
<p>1. Non delivery of housing targets</p> <p>2. Potentially many factors that could cause this risk – both at a national and a local level e.g. the state of the economy and/or nutrient neutrality related matters</p> <p>3. Increasing homelessness, impact on NHB, vibrancy of local communities, impact on social infrastructure, loss of temporary accommodation in district, lack of social housing.</p> <p>4. Primary – E Strategic, Secondary - F Environmental and Social</p>	<p>1.2.1 Formulate a new Housing Strategy.</p> <p>1.5.1 Investigate ways to support and assist affordable housing providers.</p> <p>Use of capital.</p> <p>Partnership work with Registered Providers.</p> <p>Local Investment Plan</p> <p>Local Development Framework (LDF) policies.</p> <p>Internal planning protocol.</p> <p>Increased Focus.</p> <p>Housing Strategy implementation.</p> <p>Enhance Housing Association delivery.</p> <p>Community Housing Fund.</p>	<p><b>4 x 4 = 16</b></p> <p><b>→</b></p>	<p><b>Work to produce a new Local Plan.</b></p> <p><b>Delivery of the Planning Service Improvement Plan.</b></p> <p><b>Work with partners on Nutrient Neutrality matters. - NEW</b></p>	<p><b>2 x 3 = 6</b></p>	<p><b>Local Plan examination complete – awaiting an update from the inspector.</b></p> <p><b>Progress on PSIP being made. Reports to O&amp;S scheduled for summer 2024.</b></p> <p><b>Norfolk Nutrient Mitigation Fund being launched on 16 May 2024.</b></p> <p><b>A bid for second phase of funding has been submitted to the Government – outcome awaited.</b></p>	<p>Housing: Housing Need: 1</p> <p>Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible</p>	<p>Russell Williams</p>

## CR 034 Not achieving the Net Zero 2030 target

1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening 4. Risk category	Existing Controls	Score (with controls) Impact x Likelihood = Total rating and change of direction	Action (to achieve target score)	Target Score Impact x Likelihood = Total rating	Progress update	Corporate Objective	Lead Officer
<p>1. Inaction/ inability to reduce emissions to net zero.</p> <p>2. 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>3. Not achieving net zero by 2030. Impact on the reputation of the Council. Financial impact - needing to offset emissions.</p> <p>4. Primary – E Strategic, Secondary – F Environmental and Social and H Reputational</p>	<p>Delivering NZSAP and considering the formation of a decarbonisation board.</p> <p>Formal review of NZSAP every two years. Update and adapt the plan to meet the net zero target.</p> <p>Continual monitoring of the delivery of the NZSAP as a major project through the project board.</p> <p>Quarterly monitoring delivery through the Performance Management Framework.</p> <p>Opportunities to offset from general operations and developments.</p> <p>Ensure net zero considerations are at the forefront of all Council decision making.</p>	<p><b>4 x 3 = 12</b></p> <p><b>→</b></p>	<p><b>Additional investment in renewable generation and/ or other offsetting initiatives.</b></p> <p><b>Ensure all staff and Members are carbon aware.</b></p> <p><b>Introduce carbon pricing across all workstreams.</b></p>	<p><b>4 x 3 = 12</b></p>	<p><b>Trial of EV pool cars started May 2024.</b></p> <p><b>Decarbonisation board established.</b></p> <p><b>Carrying out carbon literacy and awareness training across the whole workforce.</b></p>	<p>Greener: Net Zero: 1</p> <p>Continuing our own annual emissions reductions to reach Net Zero by 2030</p>	<p>Martyn Fulcher</p>

CR 028 Governance failures

1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening 4. Risk category	Existing Controls	Score (with controls) Impact x Likelihood = Total rating and change of direction	Action (to achieve target score)	Target Score Impact x Likelihood = Total rating	Progress update	Corporate Objective	Lead Officer
1. Ignorance or non-observance of the Council's agreed governance protocols 2. Lack of governance, inadequate implementation and enforcement of governance. 3. Poor or illegal decision making. 4. Primary – F Environmental and Social, Secondary - H Reputational	Corporate Planning / Service Planning. Clear robust corporate governance framework. Monitoring Officer actions to ensure governance risk is minimised. Section 151 Officer actions to ensure governance risk is minimised. Constitution/Standing Orders/Scheme of Delegations. Committee report templates. Member/ Officer Protocol. Operation of Overview and Scrutiny Committee. Annual Governance Statement supported by assurance framework. Operation of Standards Committee. Monitoring Officer Report. Head of Internal Audit assurance. Audit programme. Operation of Constitution Working Party. Annual Assurance Statements. Annual Audit Report.	<b>2 x 2 = 4</b>  		<b>2 x 2 = 4</b>	<b>The review of the Constitution is currently taking place with a target date for completion of July 2024.</b>	Council: Effective & Efficient: 4 Ensuring that strong governance is at the heart of all we do	Tina Stankley

## CR 029 Poor reputation of the Council in the Community

1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening 4. Risk category	Existing Controls	Score (with controls) Impact x Likelihood = Total rating and change of direction	Action (to achieve target score)	Target Score Impact x Likelihood = Total rating	Progress update	Corporate Objective	Lead Officer
1. Related to the Council's dealings, interests and performance, and the impact of adverse outcomes. 2. The Council is perceived as inefficient, unresponsive to local need and/ or not transparent. 3. The Council's reputation is adversely affected and public confidence reduced. 4. Primary – H Reputational, Secondary - E Strategic.	Develop and Implement a Communications Strategy. Clear robust corporate governance framework. 3.1.2 Review and refine our Customer Strategy. Training including FOI training. Dedicated PR & Communications Team Local Code of Corporate Governance	<b>2 x 3 = 6</b> 	<b>Review the Customer Service Strategy, Updating complaint handling process to match the Local Government Ombudsman code of practice.</b> <b>Revise the Constitution.</b> <b>Further training activity in relevant areas.</b>	<b>2 x 2 = 4</b>	<b>Several of the action controls are progressing and coming towards completion.</b>	Council: Effective & Efficient	Steve Hems

CR 030 Sheringham Leisure Centre

1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening 4. Risk category	Existing Controls	Score (with controls) Impact x Likelihood = Total rating and change of direction	Action (to achieve target score)	Target Score Impact x Likelihood = Total rating	Progress update	Corporate Objective	Lead Officer
1. Failure of contractor or issue with the construction sector, consents not given. 2. Building facility did not go ahead. 3. Facility not delivered. 4. Primary – A Financial, Secondary - H Reputational	Operation of Overview and Scrutiny Committee. Project management & reporting procedures - Sheringham Leisure Centre.	<b>2 x 2 = 4</b> 		<b>2 x 2 = 4</b>	<b>No longer a risk to the Council. However, the final account remains to be settled. There are a small number of snagging issues to be addressed. And the cost of this will be paid from the contract retention.</b>	Communities: Culture: 1 Championing North Norfolk as a place where residents and visitors can enjoy inclusive cultural opportunities and healthy leisure and sports activities	Karl Smith

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

1. Cause of risk	Existing Controls	Score (with controls) Impact x Likelihood = Total rating and change of direction	Action (to achieve target score)	Target Score Impact x Likelihood = Total rating	Progress update	Corporate Objective	Lead Officer
<p>1. Rising construction and materials costs.</p> <p>2. Funding not available / timing of works.</p> <p>3. Failure to deliver a new roundabout at Fakenham, necessary to unlock housing growth.</p> <p>4. Primary – I Projects, Secondary - H Reputational</p>	<p>Emerging Local Plan. Stakeholders monthly meeting.</p> <p>Regular dialogue with Norfolk County Council.</p> <p>Liaising with NNDC Chief Executive.</p> <p>Keeping ward Members informed.</p> <p>Successful bids for funding via NCC.</p> <p>Close liaison with stakeholders in exploring potential funding opportunities.</p> <p>Norfolk County Council project manager appointed.</p> <p>Contractor in place.</p>	<p><b>3 x 2 = 6</b></p> <p style="text-align: center;">→</p>	<p><b>Regular stakeholder meetings.</b></p> <p><b>Emerging Local Plan - examinations ongoing (March 2024)</b></p> <p><b>Continued input and financial support in relation to design to ensure that infrastructure can be delivered autumn 2024 if funding matter is resolved.</b></p> <p><b>Submitted a bid to DLUHC for additional funding.</b></p>	<p><b>2 x 2 = 4</b></p>	<p><b>Revised planning applications have been submitted to NNDC. Issued a variation of condition of planning permission to allow roundabout to come forward prior to remainder of the overall scheme.</b></p> <p><b>Scheme planned to commence in autumn 2024.</b></p>	<p>Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible</p>	<p>Martyn Fulcher</p>

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

1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening 4. Risk category	Existing Controls	Score (with controls) Impact x Likelihood = Total rating and change of direction	Action (to achieve target score)	Target Score Impact x Likelihood = Total rating	Progress update	Corporate Objective	Lead Officer
1. Increases in construction costs. 2. Insufficient finance to deliver all elements as planned. 3. One or more elements of the scheme will not be completed or partners not doing what they said they were going to do. 4. Primary – I Projects, Secondary H Reputational		<b>2 x 2 = 4</b>  		<b>2 x 2 = 4</b>	<b>Programme finished. No issues remaining. Close risk.</b>	Economy: Thriving Business: 1 Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport	Rob Young

## CR 036 Cromer and Mundesley Coastal Management Schemes

1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening 4. Risk category	Existing Controls	Score (with controls) Impact x Likelihood = Total rating and change of direction	Action (to achieve target score)	Target Score Impact x Likelihood = Total rating	Progress update	Corporate Objective	Lead Officer
<p>1. Funding, consents.</p> <p>2. Additional application made for Cromer. This may not be approved. Costs will increase as a result of delays. Difficulties and delays in receiving consents will have an impact on timescales and costs.</p> <p>3. Funding – rescope the project, Consents – increased costs and programme delays and subsequent cost revisions leading to funding issues.</p> <p>4. Primary – A Financial, Secondary - D Operational (including capacity/ delivery/ resources/ health &amp; safety), H - Reputational, I - Project</p>	<p>Project risk register and management of risks monitored monthly.</p> <p>Monthly project meetings with contractor.</p> <p>Regular risk reduction meetings.</p> <p>The risk overseen by the project board.</p> <p><b>Retaining the design consultant during the project -implemented in the previous quarter.</b></p> <p><b>Close liaison with the contractor to identify engineering options has been agreed and is ongoing – arranged during the previous quarter.</b></p>	<p><b>4 x 4 = 16</b></p> <p><b>→</b></p>		<p><b>3 x 3 = 9</b></p>	<p><b>The application for additional funding for Cromer has been submitted and ongoing discussions are taking place with the Environment Agency.</b></p> <p><b>Consents for both schemes – all information requested has been submitted. Marine Management License received and works are ongoing to discharge conditions.</b></p> <p><b>Construction is progressing on both schemes according to the planned programme.</b></p>	<p>Greener: Coast: 2 Implementing the Cromer and Mundesley Coast Protection Schemes</p>	<p>Tamzen Pope</p>

CR 038 Fakenham Leisure and Sports Hub (FLASH) – threat to building within funding window - NEW

1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening 4. Risk category	Existing Controls	Score (with controls) Impact x Likelihood = Total rating and change of direction	Action (to achieve target score)	Target Score Impact x Likelihood = Total rating	Progress update	Corporate Objective	Lead Officer
<p>1. Timeline for building the facility is tight. Completion to draw down funding has to be before the end of March 2026.</p> <p>2. This is a complex project, with a large number of stakeholders and contractors involved.</p> <p>3. If the project cannot be delivered on time this could lead to reduced funding being drawn down and not all outcomes being achieved.</p> <p>4. Primary - A Financial, Secondary - D Operational (including capacity/ delivery/ resources/ health &amp; safety) and H - Reputational</p>	<p>Project Management processes</p> <p>Liaison with the Levelling Up Team.</p> <p>Timeline prepared.</p> <p>Procurement process for consultants, architects, engineers in place.</p> <p>NNDC project team established.</p> <p>External steering group established and monthly meetings taking place. Members of the steering group include NNDC, Everyone Active, local councillors, Fakenham Town Council, MP, Football Foundation, Fakenham Academy.</p> <p>Ensuring decision making follows NNDC protocols.</p> <p>Follow NNDC Procurement Guidance.</p> <p>Procurement Officer support.</p> <p>Risk Management Policy and Framework</p>	<p><b>2 x 3 = 6</b></p>	<p><b>Review with Director for Resources the NNDC appetite for financial risk relating to this project.</b></p> <p><b>Reporting regularly to DLUHC.</b></p> <p><b>Project Risk Register.</b></p>	<p><b>2 x 2 = 4</b></p>	<p>Received confirmation from the Levelling Up Fund that the bid has been Validated and approved by the Minister for Levelling Up.</p> <p>Procurement of main contractors process starts May 2024.</p>	<p>Developing our communities - Promote Health, Wellbeing and Independence for all - Working with partners to promote healthy lifestyles and address the health inequalities faced by our communities.</p>	<p>Erika Temple</p>

## CR 039 Rocket House building repair and energy improvement works - NEW

1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening 4. Risk category	Existing Controls	Score (with controls) Impact x Likelihood = Total rating and change of direction	Action (to achieve target score)	Target Score Impact x Likelihood = Total rating	Progress update	Corporate Objective	Lead Officer
<p>1. Building needs repair and energy performance works to be fully lettable.</p> <p>2. Exceeds capital budget allocated. Works might not be successful in dealing with damp and increasing EPC rating.</p> <p>3. Repairs could not be made as planned. Scaled back action may be necessary. Additional funds may have to be requested. This could cause delays. Unknown additional repair issues arise. Damage due to weather events may occur after any repairs are made.</p> <p>4. Primary - A Financial, Secondary - D Operational (including capacity/ delivery/ resources/ health &amp; safety), H Reputational</p>	<p>Independent surveys (3) of the building.</p> <p>Budgetted repair costs prepared by independent quantity surveyor.</p> <p>Indicative timeline prepared.</p> <p>Capital budget of £1m approved.</p> <p>Agreement made with a tenant vacating to enable the works to go ahead.</p>	<p><b>3 x 3 = 9</b></p>	<p>Procurement of contractor to do works.</p> <p>Agree and implement contract management process.</p> <p>Reletting of the ground floor vacant area of the building once repairs complete.</p>	<p><b>2 X 2 = 4</b></p>	<p><b>Short term lease completed until October 2024 when the downstairs tenant vacates to enable the works to take place.</b></p> <p><b>Preparation for the procurement process is currently taking place. Technical design for repairs starts from June 2024.</b></p>	<p>Strong and Responsible – Maximising Opportunity - Increasing the rates of occupation on all council's commercial properties.</p>	<p>Renata Garfoot</p>

## KEY

### Impact

Corporate Risk					
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

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

### *Categories of risk*

A Financial

B Macroeconomic

C Credit and counterparty

D Operational (including capacity/ delivery/ resources/ health & safety)

E Strategic

F Environmental and Social

G Governance

H Reputational

I Projects

### *Change of direction*

Rating score the same as the previous quarter →

Rating score higher than the previous quarter ↑

Rating score lower than the previous quarter ↓

Note: Rating score of 1 to 6 = Green, 8 to 12 = Amber, 15 to 25 = Red.