

**Overview**

The 2025/26 Local Government Finance Settlement continues to operate as a one-year arrangement, with no confirmation yet of the legislative framework required to implement multi-year settlements from 2026/27. The government has consulted on funding reform as part of the Fair Funding Review, alongside proposals for a national business rates reset, both of which could significantly alter the distribution of resources from 2026/27 onwards. However, the pace of change remains high and the absence of certainty on future funding models continues to constrain medium to long-term financial planning, investment decisions, and workforce strategy.

At a local level, in-year monitoring at Period 4 of the 2025/26 budget shows a modest surplus of £138k, with savings and mitigations broadly on track. The Medium-Term Financial Plan (MTFP) has been updated several times this financial year to reflect emerging information from government, underlining the fluidity of the financial environment. Additional savings and income-generation proposals will be required to balance the 2026/27 budget, and early engagement is underway.

In February 2025, the government announced that Norfolk and Suffolk would be part of the devolution priority programme, aiming to reorganise the existing two-tier local government structure into unitary authorities. This restructuring could lead to the abolition of district councils, including NNDC, and the establishment of new governance arrangements. The highest risks are all ones where, among other factors, having sufficient funding in place is critical to reducing the level of risk.

The Corporate Leadership Team propose the inclusion CR044 - Cyber risk. This reflects the increasing threats posed by cyber-attacks, data breaches, and system outages across the local government sector. Councils hold and process large volumes of sensitive personal and financial data and rely heavily on digital systems to deliver critical services. A successful cyber incident could result in service disruption, financial loss, reputational damage, regulatory penalties, and harm to residents. The constantly evolving nature of cyber threats, combined with the sector’s increasing dependence on technology, makes this a significant and enduring strategic risk that requires proactive management, investment in resilience, and ongoing staff awareness.

**Recommendations**

**Corporate risks to be removed from the register**

- CR 030 Sheringham Leisure Centre
- CR 036 Cromer and Mundesley Coastal Management Schemes

**Corporate risks recommended for addition to the register**

- CR 044 - Cyber Risk

**Risk Matrix**

5					
4		CR 035	CR 008 CR 042	CR 015 CR 034	
3		CR 009 CR 037	CR 001 CR 002 CR 013 CR 025 CR 028 CR 039 CR 043 CR 044		CR 010
2	CR 038 CR 040	CR 029	CR 024 CR 026	CR 041	
1					
Impact Likelihood	1	2	3	4	5

**Risk Name:** CR 001 Deteriorating/ underused property assets

**Updated:** August-2025

Corporate Objective	1. Description of Risk or potential event 2. Cause of risk 3. Consequence of risk happening 4. Risk category 5. Risk appetite	Inherent risk score  Likelihood x Impact	Existing Controls	Residual Risk Score  Likelihood x Impact	Action (to achieve target score)	Target Score  Likelihood x Impact	Progress update	Lead Officer
Council: Opportunity: 3 Increasing the rates of occupation on all council's commercial properties	Deteriorating/ underused property assets.	4 x 3 = 12	Business cases for commercialisation of assets to deliver future income and efficiencies.	3 x 3 = 9	Production, approval and implementation of the Asset Management Plan	2 x 2 = 4	A number of projects are currently underway to address the deteriorating condition of assets. While the Asset Management Plan is in the process of being updated, progress is being made through these initiatives. A recent recruitment exercise did not result in a successful appointment; therefore, external contractors have been engaged to provide support, which is helping to alleviate resource pressures.	Daniel King
	Lack of funding to repair and maintain assets and increased maintenance costs.		Adequate budget provision both from revenue and capital to support R&M works and capital investment.	→				
	Loss of revenue / legal liability/ not achieving value for money /reputational risk/ capital commitment.		Asset Condition Surveys.					
	Primary - A Financial, Secondary - H Reputational		Compliance policies in place and up to date.  Compliance works undertaken in a timely fashion. Adequate staff or appropriately qualified external contractor support					

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

**Risk Name:**

**Updated:** August-2025

Corporate Objective	1. Description of Risk or potential event	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
	2. Cause of risk							
	3. Consequence of risk happening							
	4. Risk category							
	5. Risk appetite	Likelihood x Impact		Likelihood x Impact		Likelihood x Impact		
Greener: Coast: 3 Continuing our programme of investment in coastal and resort infrastructure and amenities, building on the progress made in recent years	Lack of ability to maintain coast defences and / or to support local coastal adaption needs.  Lack of Government funding Inability to adapt to climate change - increased coastal erosion and flooding  Primary – E Strategic, Secondary - F Environmental and Social	5 x 5 = 25	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. Health and Safety repairs as needed Adequate budget provision both from revenue and capital to support R&M works and capital investment.  Asset Condition Surveys. Adequate staff or appropriately qualified external contractor support Budget Process / Budget Monitoring. Forward adverse weather guidance.	3 x 3 = 9  →	10-year capital programme	3 x 3 = 9	The main constructions works Balfour Beatty have been completed however Timber Groyne repairs still to be completed. Ongoing engagement with EA to claim the funding. Urgent health and safety repairs to assets are being undertaken. Non urgent repairs are being included in the ongoing repairs and maintenance programme. Ongoing cliff slips and asset deterioration is being investigated and assessed and plans of action being considered.	Tamzen Pope

Risk Name:		CR 008 Loss of Information			Updated: August-2025			
Corporate Objective	1. Description of Risk or potential event	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
	2. Cause of risk							
	3. Consequence of risk happening							
	4. Risk category							
	5. Risk appetite	Likelihood x Impact		Likelihood x Impact		Likelihood x Impact		
Council: Effective & Efficient: 4 Ensuring that strong governance is at the heart of all we do	Council: Effective & Efficient: 4 Ensuring that strong governance is at the heart of all we do	4 x 5 = 20	PSN Code of Connection compliance.	3 x 4 = 12	Self-Assessment as part of cyber assessment framework (CAF)is being undertaken by the IT manager	3 x 3 = 9	A strategic IT manager has now been appointed. The Cyber Security policy has been taken to CLT for onward consideration by GRAC. The Legal team continue to receive and advise on data breaches and provide general data protection advice.	Cara Jordan
	Loss of information assets.		ICT Strategy.					
	Operational disruption, impact on customers.		IT Security Policies.	→				
	Primary – A Financial, Secondary – H Reputational		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					
			Cyber security training					

Risk Name:		CR 009 Poor Procurement				Updated:		August-2025	
Corporate Objective	1. Description of Risk or potential event	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer	
Council: Effective & Efficient: 4 Ensuring that strong governance is at the heart of all we do	2. Cause of risk								
	3. Consequence of risk happening								
	4. Risk category								
	5. Risk appetite								

Risk Name:		CR 10 Housing Delivery not meeting targets				Updated: August-2025		
Corporate Objective	1. Description of Risk or potential event	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
	2. Cause of risk							
	3. Consequence of risk happening							
	4. Risk category							
	5. Risk appetite	Likelihood x Impact		Likelihood x Impact		Likelihood x Impact		
Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	The draft local plan housing target is 557 new homes per annum. The revised nation government framework (dec 2024) increases the target further to 932 new homes per annum (approximately 70% increase). Every year the council reports on how many new homes have been delivered in North Norfolk.	5 x 4 = 20	Housing Strategy.	5 x 3 = 15	Work to produce a new Local Plan.	4 x 2 = 8	Work on Local Plan continues. A number of larger residential planning applications have been received by the Council but build rates remain behind current target.	Russell Williams
	Insufficient units coming forward via the planning system. Lack of interest from house building market. Lack of funding - especially for affordable house provision.		Support and assist affordable housing providers.	→	Delivery of the Planning Service Improvement Plan.			
	Fewer homes for people to live in. Increase in homelessness Lower income levels for the council e.g. via council tax.		Use of capital.		Work with partners on Nutrient Neutrality matters.			
	Primary – E Strategic, Secondary - F Environmental and Social		Local Plan.					
			Development Management. Responded to NPPF consultation. Annual Local Plan monitoring report Annual estimate of increase council tax receipts					

Risk Name:

CR 013 Emergency Event

Updated: August-2025

Corporate Objective	1. Description of Risk or potential event	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
	2. Cause of risk							
	3. Consequence of risk happening							
	4. Risk category							
	5. Risk appetite	Likelihood x Impact		Likelihood x Impact		Likelihood x Impact		
Statutory obligation	These events could include those that affect the Council and its resources or an event that affects the wider district.	3 x 4 = 12	Corporate Planning / Service Planning.	3 x 3 = 9	Review of strategic level response guidance, training and exercises.- review due to be completed spring 2025	3 x 2 = 6	Multi-agency planning for summer risks took place in April, with the anticipated issues this summer (fires in the open and prolonged dry weather) proven to be accurate. The winter preparedness workshop is in September. Several multi-agency exercises have taken place in or are upcoming in Quarter 2. Business continuity plans are being updated.	Alison Sayer
	Any Internal or external event that has a significant impact on the Council.		Budget Process / Budget Monitoring.	→				
	The ability of the Council to deliver services is reduced.		Project management framework.					
	Primary – A Financial, Secondary - D Operational (including capacity/ delivery/ resources/ health & safety), H Reputational		Emergency Response & Recovery Planning.					
			Business Continuity Planning.					
			Services' Business Continuity Plans (BCP).					
			Corporate Business Continuity key role training.					
			Corporate Policies and Procedures.					
			Employment Policies.					
			Forward adverse weather guidance.					
			Emergency Response Plan					
			EH out of hours duty officer					



Risk Name:

CR 015 Medium Term Financial Plan

Updated: May-2025

Corporate Objective	1. Description of Risk or potential event  2. Cause of risk  3. Consequence of risk happening  4. Risk category  5. Risk appetite	Inherent risk score     Likelihood x Impact	Existing Controls	Residual Risk Score     Likelihood x Impact	Action (to achieve target score)	Target Score     Likelihood x Impact	Progress update	Lead Officer
Council: Effective & Efficient: 1 Managing our finances and contracts robustly to ensure best value for money	Reduced funding to fund current service levels and produce a balanced budget. Use of reserves is not sustainable strategy to bridge income/ expenditure. Forecast funding reductions and shift to local financing from business rates, council tax and new homes bonus. Funding gaps in the medium to long term. Primary – A Financial, Secondary - D Operational (including capacity/ delivery/ resources/ health & safety).	<div>2</div> <div>4 x 5 = 0</div>	Reporting - New legislation and consultation.  Policy Work.  Lobbying Central Government.  Medium Term Financial Strategy. Corporate Planning / Service Planning. Budget Process / Budget Monitoring.  Monitoring impact of the business rates retention. Annual review of the Council's reserves. Timely agreement of the annual Localised Council Tax Support Scheme.  Balanced budget agreed. Growth forecasting models. Business cases for commercialisation of assets to deliver future income and efficiencies.	<div>1</div> <div>4 x 4 = 6</div>  →		<div>9</div> <div>3 x 3 = 9</div>	In-year monitoring of the 2025/26 budget at Period 4 is showing a forecasted year end surplus of £138k. Work is progressing on planning for 2026/27, including the development of further savings proposals and income-generation opportunities. The finance team is actively monitoring the Medium-Term Financial Plan (MTFP) modelling, which has been updated nine times since April 2025 - reflecting the fast-paced changes arising from the Fair Funding Review and the proposed Business Rates Reset. Current indications are that NNDC are financial worse as a result of these changes - this is not unexpected as has been communicated previously through the organisation. Engagement with services and Members continues to ensure early consideration of options and to support delivery of a sustainable balanced budget without undue reliance on reserves.	Daniel King

Annual review of fees and charges.

Monitoring of savings and additional income.

Risk Name:

CR 024 People Resources

Updated: August-2025

Corporate Objective	1. Description of Risk or potential event	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
	2. Cause of risk							
	3. Consequence of risk happening							
	4. Risk category							
	5. Risk appetite	Likelihood x Impact		Likelihood x Impact		Likelihood x Impact		
Council: Effective & Efficient: 5 Creating a culture that empowers and fosters an ambitious, motivated workforce	Failure to retain and recruit adequately trained and experienced staff	3 x 4 = 12	Corporate Planning / Service Planning.	3 x 2 = 6	Workforce and Development People Strategy has been drafted and will be approved in early 2025. A Learning and Development Strategy is being developed alongside. The aim of this strategy will be to retain current employees.	2 x 2 = 4	Workforce Development and People Strategy is currently in the final update stages to be presented as necessary in October. Learning and Development Strategy will be launched in conjunction with the above.	Susan Sidell
	Employment market conditions.		Review Pay Policy.		Agile Working Policy			
	Negative impact on corporate plan, business transformation, performance and delivery.		Review relocation policy.	→				
	Primary – A Financial, Secondary - D Operational (including capacity/ delivery/ resources/ health & safety)		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 roles at NNDC.

Risk Name:		CR 025 Contract Failure				Updated:		August-2025	
Corporate Objective	1. Description of Risk or potential event	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer	
	2. Cause of risk								
	3. Consequence of risk happening								
	4. Risk category								
	5. Risk appetite	Likelihood x Impact		Likelihood x Impact		Likelihood x Impact			
Council: Effective & Efficient: 1 Managing our finances and contracts robustly to ensure best value for money	The Council has a number of contracts for service delivery.	4 x 4 = 16	Procurement Strategy.	3 x 3 = 9		2 x 2 = 4	There has been no significant change since the last review of this risk. Contract Management structures are in place and regular contract management meetings and processes take place to ensure that contracts are running effectively and identify any issues which may give rise to concern. No areas of concern have been identified at this time.	Steve Hems	
	Failure of a contractor		Procurement Framework.	→					
	Increased costs and operational disruption.		Joint procurement protocol and opportunities for joint/shared procurement with other authorities.						
	Primary – D Operational (including capacity/ delivery/ resources/ health & safety), Secondary – H Reputational		Advice for external suppliers. Procurement Officer post established.						

**CR 026 Impact of Economic fluctuations on the North Norfolk economy**

**Risk Name:**

**Updated:** August-2025

Corporate Objective	1. Description of Risk or potential event	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
	2. Cause of risk							
	3. Consequence of risk happening							
	4. Risk category							
	5. Risk appetite	Likelihood x Impact		Likelihood x Impact		Likelihood x Impact		
Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	Inability of the local economy to adapt to the fluctuations.	3 x 2 = 6	HS 003 - Monitor the need for temporary accommodation and ensure suitable provision.	3 x 2 = 6		2 x 2 = 4	Our programme for the transitional year of UKSPF and REPF is underway and the new approach to business engagement is well established, which enables us to better understand business sentiment. There appears to be considerable local resilience, investment potential and optimism, however the national and global context remains uncertain.	Robert Young
	Fluctuations in the Local, National and Global economies.		Medium Term Financial Strategy.	→				
	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.		Corporate Planning / Service Planning.					
	4. Primary – C Credit and counterparty, Secondary - D Operational (including capacity/ delivery/ resources/ health & safety)		Treasury Management Strategy.					
			Fund Management advice from Arlingclose.					
			Business Survey.					
			Operation of the Council Tax Hardship Fund.					

Economic Growth Team maintain contact with key businesses to monitor issues and provide support.

Economic Growth Strategy – adopted early 2024.

Risk Name:		CR 028 Governance failures			Updated: August-2025			
Corporate Objective	1. Description of Risk or potential event	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
	2. Cause of risk							
	3. Consequence of risk happening							
	4. Risk category							
	5. Risk appetite	Likelihood x Impact		Likelihood x Impact		Likelihood x Impact		
Council: Effective & Efficient: 4 Ensuring that strong governance is at the heart of all we do	Lack of governance, inadequate implementation and enforcement of governance.	3 x 4 = 12	Corporate Planning / Service Planning.	3 x 3 = 9	Evaluate Improvement and assurance framework self-assessment from the LGA as a potential replacement for the Self-assessment assurance statements process.	2 x 2 = 4	Regular internal audits on governance take place with further audit listed for November 2025.	Cara Jordan
	Ignorance or non-observance of the Council's agreed governance protocols		Clear robust corporate governance framework.	↑	Ensuring there are sufficient staff for S151 Officer and Monitoring Officer		We have had an interim Section 151 Officer since the previous postholder left and have recruited a permanent Chief Finance Officer who is due to commence in September 2025.	
	Poor or illegal decision making		Monitoring Officer actions to ensure governance risk is minimised.		Recruitment of new Director for Resources and S151 Officer			
	Primary – F Environmental and Social, Secondary - H Reputational		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.  
Annual Monitoring Officer Report.  
Head of Internal Audit assurance.  
  
Audit programme.  
Operation of Constitution Working Party.  
  
Annual Assurance Statements.  
Annual Audit Report.

Risk Name: CR 029 Poor reputation of the Council in the Community					Updated: August-2025			
Corporate Objective	1. Description of Risk or potential event	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
	2. Cause of risk							
	3. Consequence of risk happening							
	4. Risk category							
	5. Risk appetite	Likelihood x Impact		Likelihood x Impact		Likelihood x Impact		
Council: Effective & Efficient	The Council is perceived as inefficient, unresponsive to local need and/ or not transparent.	4 x 3 = 12	Develop and Implement a Communications Strategy.	2 x 2 = 4	Review the Customer Service Strategy	2 x 2 = 4	The Council undertakes regular activity to highlight the work it does to support individuals and communities. Performance Management is in place against the Corporate Plan and Annual Action Plan and this is reported quarterly to Cabinet and Overview and Scrutiny. The Performance and Productivity Oversight Board meets regularly to monitor the compliance across a range of performance areas. A robust compliments and complaints procedure is in place and monitoring is in place. The Council has a risk management framework and corporate risks are reviewed by	Steve Hems
	Related to the Council's dealings, interests and performance, and the impact of adverse outcomes.		Clear robust corporate governance framework.	→	Revise the Constitution.			
	The Council's reputation is adversely affected, and public confidence reduced.		3.1.2 Review and refine our Customer Strategy.		Complaint handling guide			
	Primary – H Reputational, Secondary - E Strategic.		Training including FOI training.		Complaint response letters templates guide and templates developed and being shared with managers before implementation.			
			Dedicated PR & Communications Team		Further training activity in relevant areas.			
			Local Code of Corporate Governance		A new complaint handling software solution is being developed through C3.			

Updating complaint handling process to match the Local Government Ombudsman code of practice. – completed this quarter and due to be implemented shortly.  
Performance and Productivity Oversight Board is reviewing complaint response performance - completed this quarter

CLT or a regular basis.  
There is a comprehensive programme of internal audit with the implementation of recommendations monitored by the Performance and Productivity Oversight Board and the Governance Risk and Audit Committee.

**Risk Name:** **CR 034 Not achieving the Net Zero 2030 target**

**Updated:** August-2025

Corporate Objective	1. Description of Risk or potential event	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
	2. Cause of risk							
	3. Consequence of risk happening							
	4. Risk category							
	5. Risk appetite	Likelihood x Impact		Likelihood x Impact		Likelihood x Impact		
Greener: Net Zero: 1 Continuing our own annual emissions reductions to reach Net Zero by 2030	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.	5 x 4 = 20	Delivering NZSAP and considering the formation of a decarbonisation board.	4 x 4 = 16	Additional investment in renewable generation and or other offsetting initiatives.	3 x 4 = 12	The installed solar panels at the Reef and Victory Leisure Centres have been operating well. The trial of EV pool cars took place concluded, with beneficial carbon saving results, and the scheme has been expanded with two further vehicles.	Robert Young
	Inaction/ inability to reduce Not achieving net zero by 2030. Impact on the reputation of the Council. Financial impact - needing to offset emissions.		Formal review of NZSAP every two years. Update and adapt the plan to meet the net zero target.	→	Introduce climate impact assessment tool.			
	Primary – E Strategic, Secondary – F Environmental and Social and H Reputational		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.		Embed staff climate emergency group.		The design of Fakenham Sports Centre as part of the FLASH (Fakenham Leisure and Sports Hub) project is taking account of the features to be funded from the grant	



Ensure net zero considerations are at the forefront of all Council decision making.

Decarbonisation board meeting regularly.

Ensure all staff and Members are carbon aware - training programme delivered.

awarded towards decarbonising the facility.

Monitoring of the Carbon footprint continues in an increasingly accurate manner and the Net Zero Strategy and Action Plan is being revised, however new sources of emissions are likely to arise (e.g. food waste collection) which will impact upon the ability to reach the 2030 target.

Risk Name: CR 035 Failure to achieve adoption of the current draft Local Plan					Updated: August-2025			
Corporate Objective	1. Description of Risk or potential event	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
	2. Cause of risk							
	3. Consequence of risk happening							
	4. Risk category							
	5. Risk appetite	Likelihood x Impact		Likelihood x Impact		Likelihood x Impact		
Statutory obligation					Work through process to get local plan adopted.		The publication of the Main Modifications for the Local Plan in August 2025 is a step forward. It remains likely that the Plan will be found 'Sound' and adopted - hopefully before the end of the year.	Russell Williams
	Loss of key staff, changes in legislation and political expectations	5 x 4 = 20	Effective project management. Ensuring there is a pool of suitably skilled and knowledgeable Planning staff that can be called on to contribute to the Local Plan process.	2 x 4 = 8		2 x 2 = 4		
	Local Plan process being delayed.				→			
	Failure to deliver corporate objectives for all themes.		Member Training.					



Primary – D Operational (including capacity/ delivery/ resources/ health & safety), Secondary – E Strategic and H Reputational

Following the departure of the Planning Policy Manager transitional arrangements have been put in place (Spring 2024)

Responded to the Planning Inspectors letter.

CR 037 High cost and resource issues from prosecutions, enforcement action and litigation								
Risk Name:		Updated: August-2025						
Corporate Objective	1. Description of Risk or potential event	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
	2. Cause of risk							
	3. Consequence of risk happening							
	4. Risk category							
	5. Risk appetite	Likelihood x Impact		Likelihood x Impact		Likelihood x Impact		
Corporate Plan and statutory duties	Statutory obligation to investigate and apply enforcement action including health and safety, food safety, licensing, environmental protection, planning. Public suing NNDC, Equality Act.  Requirement to take costly action in financial and other resource terms 2.	3 x 4 = 12	Case decision making process.  Apply two stage evidential and public interest tests	2 x 3 = 6	Require resource within the relevant departments to carry out routine visits regarding health and safety and food hygiene so as to have a preventative impact and potentially reduce the need for prosecution at an early stage.	2 x 2 = 4	Legal Officers and those with potential enforcement files. The Environmental Health department, which had been carrying vacancies, being a department which can be involved in high level legal actions is now fully resourced. This may assist with carrying	Cara Jordan

Potential overspends not budgeted for. 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  
Primary=A Financial, Secondary=D Operational (including capacity/delivery/resources/health & safety) E Strategic F Environmental and Social G Governance H Reputational

Enforcement Policy

Apply HSE enforcement matrix  
Liaise with relevant Portfolio Holder  
Refer to constitution for procedures  
EH reserve  
Staff training in understanding and interpreting legislation  
Regular inspections  
General reserve maintained at recommended levels.  
Qualified lawyers and officers under their supervision conduct legal case.

out preventative and advisory work to address risks at an early stage, and which may avoid legal action.

**Risk Name:** CR 038 Fakenham Leisure and Sports Hub (FLASH) – threat to building within funding window

Updated: August-2025

Corporate Objective	1. Description of Risk or potential event  2. Cause of risk 3. Consequence of risk happening 4. Risk category 5. Risk appetite	Inherent risk score   Likelihood x Impact	Existing Controls	Residual Risk Score   Likelihood x Impact	Action (to achieve target score)	Target Score   Likelihood x Impact	Progress update	Lead Officer
Developing our communities - Promote Health, Wellbeing and Independence for all - Working with partners to promote healthy lifestyles and address the health inequalities	This is a complex project, with a large number of stakeholders and contractors involved Timeline for building the facility is tight. Completion to draw down funding has to be before the end of March 2026. If the project cannot be delivered on time this could lead to reduced funding being drawn down and not all outcomes being achieved.	5 x 5 = 25	Project Management processes  Liaison with the Ministry of Housing and Local Government (MHCLG)  Timeline prepared.	1 x 2 = 2  →		2 x 2 = 4	The project is progressing with the planning permission obtained and work to resolve the pre commencement conditions progressing well. RIBA stage 3 is nearing completion and work is progressing on Stage 4 process. The	Steve Hems

faced by our communities.

Primary - A Financial, Secondary - D Operational (including capacity/ delivery/ resources/ health & safety) and H - Reputational

Procurement process for consultants, architects, engineers in place.

NNDC project team established. 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.

Ensuring decision making follows NNDC protocols. Follow NNDC Procurement Guidance.

Procurement Officer support. Risk Management Policy and Framework  
Project Risk Register – reviewed monthly  
Review with Director for Resources the NNDC appetite for financial risk relating to this project – risk appetite established.

initial cost plan work has been completed and the Council is awaiting the final cost figures in order to submit a report to Cabinet on the 8th September in order to get sign off for the award of contract and the commencement of the build phase of the work. Work is currently on schedule for the revised project timetable.

Reporting regularly to MHCLG.

CR 039 Rocket House building repair and energy improvement works

Risk Name:

Updated: August-2025

Corporate Objective	1. Description of Risk or potential event	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
	2. Cause of risk							
	3. Consequence of risk happening							
	4. Risk category							
	5. Risk appetite	Likelihood x Impact		Likelihood x Impact		Likelihood x Impact		
Strong and Responsible – Maximising Opportunity - Increasing the rates of occupation on all council's	Exceeds capital budget allocated. Works might not be successful in dealing with damp and increasing EPC rating.  Building needs repair and energy performance works to be fully lettable.	4 x 4 = 16	Independent surveys (3) of the building.  Budgeted repair costs prepared by independent quantity surveyor.	3 x 3 = 9  →	Reletting of the ground floor vacant area of the building once repairs complete. EPC rating assessment.	2 x 2 = 4	Some initial data has been provided regarding the damp monitoring and further monitoring will continue. Public toilet works have completed. Lease discussions continue, however these	Renata Garfoot

commercial properties.	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.  Primary - A Financial, Secondary - D Operational (including capacity/ delivery/ resources/ health & safety), H Reputational	Indicative timeline prepared.  Capital budget of £1m approved. Agreement made with a tenant vacating to enable the works to go ahead. Procurement of contractors to do works.  Agree and implement contract management process. Valuation advice is being sought regarding the long term lease. Technical advice on waterproofing.	Cabinet approval planned for new lease agreements during 2025.  Damp monitoring.	will not be finalised until works to the whole building are completed. The former tenant has confirm their maintained intention to return to the building.
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CR 040 Management Information System – failure to complete development and maintain when in use								
Risk Name:		Updated: August-2025						
Corporate Objective	1. Description of Risk or potential event	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
	2. Cause of risk							
	3. Consequence of risk happening							
	4. Risk category							
	5. Risk appetite	Likelihood x Impact		Likelihood x Impact		Likelihood x Impact		
Strong and responsible - Effective and Efficient -	Development of the MIS system is not complete or once complete is unable to be supported and maintained.	3 x 4 = 12	Project Management process including regular project team meetings	1 x 2 = 2	Training of IT staff to maintain the system	2 x 2 = 4	Platform is now being used to capture Corporate Risks and Actions as well as	David Kingfisher

Continuing a service improvement programme to ensure our services are delivered efficiently  
And ensuring that strong governance is at the heart of all we do

MS Office not maintaining tools used to build the system. Charging system changes to make MS Office use uneconomic. Project not being properly managed to the required timescales.

NNDC is without a system to monitor and present performance, action plan and risk reports

Primary - G Governance,  
Secondary – E Strategic

Project risk register

Documentation of functionality

Training for users

Training for development and support staff for the system  
Business cases for commercialisation of assets to deliver future income and efficiencies.



Senior management support

Thorough testing before implementation

Service Risks. There are still some uptake issues that will be further addressed with more training and 1 on 1 sessions. Further improvements have been made from user feedback to help with adoption and ease of use. Reports remain manual but templated. No licencing issues.

CR 041 - Local Government Reorganisation – threat to organisational capacity								
Risk Name:		Updated: August-2025						
Corporate Objective	1. Description of Risk or potential event	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
	2. Cause of risk							
	3. Consequence of risk happening							
	4. Risk category							
	5. Risk appetite	Likelihood x Impact		Likelihood x Impact		Likelihood x Impact		
Council: Strong and responsible - Effective and Efficient	Capacity issues generated by Devolution and Local Government Reorganisation (LGR)	4 x 3 = 12	Work is being done collaboratively across the seven district councils, easing the burden on individual councils.	4 x 2 = 8	Continuation of joint working with other districts.	4 x 2 = 8	Six of the seven Norfolk districts (Breckland, Broadland, Great Yarmouth, Kings Lynn	Steve Blatch

Whether there is sufficient capacity to address the work that will be involved in preparing for LGR including the necessary governance, the structures and finance alongside other emerging issues e.g. the implementation of a separate food waste collection by March 2026.

Work will not be able to be progressed with sufficient speed to meet the tight timescales and may impact on the delivery of other work.

Primary: D Operational (including capacity/ delivery/ resources/ health & safety) Secondary: E Strategic G

Consultants appointed to deliver options based on common evidence base.

Member briefings and regular committee reports  
Agreement to increase project management support to other projects such as the introduction of food waste.

Performance Management Framework compliance.

Member updates



and West Norfolk, North Norfolk and Norwich City) are working together to develop a Full Business Case for three new unitary authorities for submission to Government by 26th September being advised by consultants Inner Circle. Final draft business case to be issued to partners on 5 September with internal briefings scheduled for the week of 8 September and a special Full Council arranged for 17 September.

CR 042 - Coastwise – delivery within Government financial timeframes								
Risk Name:		Updated:			August-2025			
Corporate Objective	1. Description of Risk or potential event	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
	2. Cause of risk							
	3. Consequence of risk happening							
	4. Risk category							
	5. Risk appetite	Likelihood x Impact		Likelihood x Impact		Likelihood x Impact		

Greener: Coast: 1 Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses	Inability to deliver well considered coastal transition activities within the limited timeframe offered by Government funding windows	4 x 4 = 16	Ongoing and timely discussions and updates with the Environment Agency	3 x 4 = 12	Approaching Government to extend programme timelines	3 x 3 = 9	Continued liaison with EA and DEFRA regarding timeframes	Rob Goodliffe
	Urgent need from the government to progress but limited by national funding allocation time frames which don't fit community timeframes, the complexities of the project and development of completely new approaches.		Ongoing monitoring of financial forecast and programme	→				
	Government do not roll forward funding into future years and north Norfolk misses out on the opportunities this funding is enabling		Ongoing reporting to Environment Agency and DEFRA					
	Primary – Financial, Secondaries – Strategic, Environmental and Social, Reputational, Projects		Utilisation of Local Adaptation Fund					
			Reprofiling of forecast spend where necessary and possible					

Risk Name:		CR 043 - Introduction of Domestic Food Waste Collection				Updated:	August-2025	
Corporate Objective	1. Description of Risk or potential event	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
	2. Cause of risk							
	3. Consequence of risk happening							
	4. Risk category							
	5. Risk appetite	Likelihood x Impact		Likelihood x Impact		Likelihood x Impact		

Our Greener Future: Tackle Environmental Waste and Pollution & Statutory Obligation	Non-Delivery of domestic weekly food waste collections in line with the statutory obligation as part of the amended Environment Act 2021 and the introduction of Simpler Recycling.	4 x 4 = 16	Risk Management Policy and Framework	3 x 3 = 9	Working closely with contractors to address issues around depo capacity	1 x 1 = 1	The delivery of the collection vehicles has been confirmed for late summer 2026, however we are still waiting for the draft contract Change Notice from Serco. Conversations continue regarding the depo suitability and the required works although this is being progressed.	Emily Capps
	Our contractor Serco not being ready to deliver on the deadline of April 2026, as a result of high demand on national supply lines of equipment such as vehicles and receptacles. Issues relating to depo capacity.				Looking for suitable alternatives and options			
	Non-compliance of statutory obligations. Potential reputational risk. Financial impact from the inclusion of food waste in the general loads.		Project Management Framework	→	Following project plan and meeting deadlines contained within.			
	Primary – G Governance, Secondary - F Environmental and Social, H Reputational		Adequate staff or appropriately qualified external contractor support					
			DEFRA funding of capital schemes.		Set up Project Board			
			Procurement responsibility assigned.					
			Budget Process / Budget Monitoring.					
			The risk overseen by the project board.					
			Regular stakeholder meetings – meetings taking place weekly – completed in the last quarter					
			Keeping ward Members informed.					
			Regular dialogue with Norfolk County Council.					
			Monthly project meetings with contractor.					
			Timeline prepared					

Risk Name:		CR 044 - Cyber Risk			Updated:		August-2025	NEW
Corporate Objective	1. Description of Risk or potential event	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
	2. Cause of risk							
	3. Consequence of risk happening							
	4. Risk category	Likelihood x Impact		Likelihood x Impact		Likelihood x Impact		
	5. Risk appetite							



Council: Strong  
and responsible -  
Effective and  
Efficient

Cyber risk refers to the potential for loss or damage resulting from a failure or breach in digital systems, often caused by malicious actors, system vulnerabilities, or human error. It's a key concern for businesses, governments, and individuals in our increasingly connected world.

4 x 4 = 16

Policies, procedures, and training(e.g. Security awareness training, incident response plans, access management policies).

3 x 3 = 9

Monitoring (SOC)  
  
Testing Recovery after a ransomware attack.  
  
Purchase software that detects Data Loss.

2 x 3 = 6

Policies, procedures, and training(e.g. Security awareness training, incident response plans, access management policies).

Technical Controls: Firewalls, antivirus software, encryption, intrusion detection systems (IDS), MFA, patch management, data Backup & Recovery, Access Control, Audit Logging & protective monitoring

We had a promising report from MHCLG regarding our Cyber Assessment Framework submission which concluded that NNDC “demonstrated significant areas of good practice”. We also commissioned our annual external Health Check which found 8 critical vulnerabilities and 15 high. This wasn’t as good as last year but most vulnerabilities related to a specific piece of software that was out of date and if you take that out of the equation very little weaknesses were found. There is a mixed response to the Cyber Awareness training with an overall 77.4% of people completing the courses. Though this is lower than normal due to the August course just being released. 12 people haven’t completed any courses. There are less resources available to focus on Cyber due to no back filling of IT Infrastructure Manager's post and it remains to be seen whether this increases the gap between the threat landscape and our existing capabilities. The Actions proposed have not been carried out as they need to be budgeted for.

Kate  
Wilson

KEY

Impact

Corporate Risk					
Impact Type	Catastrophic	Critical	Moderate	Marginal	Negligible
	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>Objectives</b>	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.
<b>Financial Impact (Loss)</b>	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%	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

### *Risk Scoring*

Inherent risk score - Impact x Likelihood = Total rating. Risk score if no controls were in place.

Residual Risk Score - Impact x Likelihood = Total Rating. Risk score after current controls are taken into account.

Target Score – Impact x Likelihood = Total Rating. Risk score needed to ensure the risk score matches the risk appetite.

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

### *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 ↓

### *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