

Interim Corporate Risk Register as at November 2025	
<b>Executive Summary</b>	The Corporate Risk Register is reviewed by Committee annually and removal of risks where the residual risk score has met the target are proposed.
<b>Options considered</b>	Updating and sharing the corporate risk register represents good governance so no other options were considered.
<b>Consultation(s)</b>	All officers with responsibility for managing specific risks.
<b>Recommendations</b>	<p>The Committee is recommended to note the report and remove specific risks from the register:</p> <ul style="list-style-type: none"> <li>CR 009 – Poor Procurement</li> <li>CR 029 – Poor Reputation of the Council in the Community</li> <li>CR 038 - Fakenham Leisure and Sports Hub (FLASH) – threat to building within funding window</li> <li>CR 040 - Management Information System – failure to complete development and maintain when in use</li> </ul>
<b>Reasons for recommendations</b>	The risks recommended for removal from the report have been successfully mitigated to the target level.
<b>Background papers</b>	Risk Management Policy and Framework adopted by GRAC 3 December 2024

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	All
<b>Contact Officer</b>	Don McCallum, Director for Resources & s151

Links to key documents:	
Corporate Plan:	A strong, responsible and accountable Council.
Medium Term Financial Strategy (MTFS)	n/a
Council Policies & Strategies	Risk Management Policy and Framework

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	Not exempt
Details of any previous decision(s) on this matter	The Corporate risk register was noted and the Risk Management Policy and Framework was adopted on 3 December 2024.

### 1. Purpose of the report

To consider and amend the Corporate Risk Register.

### 2. Introduction & Background

The Corporate Risk Register is a tool used to identify and monitor current and emerging risks facing the Council and to track the progress of mitigations.

### 3. Proposals and Options

The relevant risks and their mitigations are detailed in the report. Good governance requires continuous assessment of current and emerging risks. Not undertaking this work or the annual review by the Committee was not considered due to the wider duty of care to residents, businesses, members and other stakeholders.

### 4. Corporate Priorities

The report and recommendations contribute to the Council's corporate plan objective to be a strong, responsible and accountable Council.

## 5. Financial and Resource Implications

The recommendations of this report do not have any direct financial implications.

### Comments from the S151 Officer:

I support the recommendations.

## 6. Legal Implications

None.

### Comments from the Monitoring Officer

*The Monitoring Officer (or member of the Legal team on behalf of the MO) will complete this section. They will outline any legal advice provided.*

To promote good governance, Members receive this update of risks, for review, oversight, monitoring and consideration of removal of risk elements where appropriate.

## 7. Risks

This report highlights the key risks faced by the Council.

## 8. Net Zero Target

The recommendations of this report do not have any direct implications for Net Zero save that it notes the emerging uncertainty of achieving this target after the proposed new unitary vesting day.

## 9. Equality, Diversity & Inclusion

The recommendations of this report do not have any direct implications for equality, diversity and inclusion.

## 10. Community Safety issues

The recommendations of this report do not have any direct implications for community safety.

## Conclusion and Recommendations

The Committee is requested to note the report and remove certain risks from the register with residual risk scores that have met their targets.

- CR 009 – Poor Procurement
- CR 029 – Poor Reputation of the Council in the Community
- CR 038 - Fakenham Leisure and Sports Hub (FLASH) – threat to building within funding window
- CR 040 - Management Information System – failure to complete development and maintain when in use

# Interim Corporate Risk Register as at November 2025

## Overview

The Government has deferred releasing several key pieces of information that will influence the Council's Budgeting and Mid Term Financial Planning. There is increasing demand for services, new burdens, higher than target inflation and uncertainty over fairing funding, Business Rate pooling, Temporary Accommodation grant funding and the overall financial settlement. The Government's policy statement is now due 20 November, the Chancellor's Budget on 26 November and the draft settlement is expected the week commencing 15 December.

The three 'red' risks are the Net Zero 2030 target, Coastwise delivery withing the Government financial timeframe and delivering the medium term financial plan. Whilst funding is available to deliver the latter two the increased risk related to Net Zero is in part due to the acquisition of homes to reduce the financial burden of nightly temporary accommodation.

Risks with increased residual scores include

- CR 010 Housing Delivery not meeting targets which is still at the target score.
- CR 013 Emergency event now has a higher likelihood of concurrent event during the winter storm season.
- CR 037 High cost and resource issues from prosecutions, enforcement action increases due to resource pressure anticipated by LGR work.
- CR 042 Coastwise delivery within Government financial timeframes since funders have clarified the inflexibility of grant funding despite the extended nature of the projects.

Retained risks with reduced residual risk scores are

- CR 035 Governance failures and Failure to achieve adoption of the current draft Local Plan, which has been accepted by the Planning Inspectorate and will be presented to full Council 17 December.

The revised Risk Management Policy and Framework was adopted by the Committee on 3 December 2024. This policy remains relevant, and officers are not minded to recommend changing it at this time.

## Recommendations

The Committee is requested to note the report and remove certain risks from the register with residual risk scores that have met their targets.

### Corporate risks to be removed from the register

- CR 009 – Poor Procurement
- CR 029 – Poor Reputation of the Council in the Community
- CR 038 - Fakenham Leisure and Sports Hub (FLASH) – threat to building within funding window
- CR 040 - Management Information System – failure to complete development and maintain when in use

Risk Matrix

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

Risk Name:		CR 001 Deteriorating/ underused property assets				Updated:		November-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: 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. External contractors are still being used to provide support, which is helping to alleviate resource pressures. Regarding deteriorating assets; work is being progress amongst asset to improve these, including the submission of capital bids as part of the 26/27 financial year to seek to improve assets.	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:** October-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
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.	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. Overstrand cliff material slipped onto the promenade has been cleared. Contract being finalised with consultant to design the Overstrand urgent coast protection scheme. Outline Business Case has been reviewed by the EA and comments are being addressed by NNDC Coastal Management team Ongoing cliff slips and asset deterioration is being investigated and assessed and plans of action being considered.	Tamzen Pope

Forward adverse weather guidance.

**Risk Name:**

**CR 008 Loss of Information**

**Updated:**

November-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: 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  Loss of information assets.  Operational disruption, impact on customers.  Primary – A Financial, Secondary – H Reputational	4 x 5 = 20	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  Cyber security training	3 x 4 = 12	Self-Assessment as part of cyber assessment framework (CAF) is being undertaken by the IT manager	3 x 3 = 9	same as last quarter	Cara Jordan

**Risk Name:**

**CR 009 Poor Procurement**

**Updated:** November-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	Inadequate procurements	4 x 3 = 12	Procurement Strategy.	2 x 2 = 4	Implement new Procurement Act 2023 – implementation date 24 February 2025.	2 x 2 = 4	NNDC have successfully launched the first procurement under the new Procurement Act 2023 legalisation. Work has been completed to ensure compliance with this new act which include ensuring our potential suppliers have been made aware of any requirements/implications of the new procurement act. Through the implementation of the new procurement act the Council has ensured compliance at all stages.	Daniel King
	Procurement policies and procedures not followed or not fit for purpose.		Procurement Framework.	↓	Ensure compliant and effective procurement service			
	Poor Procurement - poor value for money, poor strategic and operational outcomes, legal challenge, loss of public confidence, lack of transparency		Joint procurement protocol and opportunities for joint/ shared procurement with other authorities.					
	Primary – A Financial, Secondary – H Reputational		Advice for external suppliers.					
			Procurement responsibility assigned. Publish updated and complete contracts register.					



Risk Name:		CR 10 Housing Delivery not meeting targets				Updated: November-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
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.	4 x 2 = 8	Work to produce a new Local Plan.	4 x 2 = 8	The revised National Planning Policy Framework (NPPF, December 2024) increased the housing target further to 932 new homes per annum (approximately 70% increase). Upon adoption of the new Local Plan the housing target will be set at 557 dwellings per acre due to the transitional arrangements and early submission of the emerging Local Plan. The Ministry of Housing, Communities and Local Government (MHCLG) monitors delivery on a rolling three-year average and compares the average against the adopted Local Plan / NPPF requirements for the same period. Current delivery averages 87%, however it is forecast to fall because of under delivery, when the figures are published at the end of the year. It is expected that a 20% buffer will need to be added to the housing	David Glason
	Insufficient units coming forward via the planning system. Lack of interest from house building market. Lack of funding - especially for affordable house provision. Fewer homes for people to live in. Increase in homelessness Lower income levels for the council e.g. via council tax. Primary – E Strategic, Secondary - F Environmental and Social		Support and assist affordable housing providers.  Use of capital.  Local Plan.  Development Management. Responded to NPPF consultation.  Annual Local Plan monitoring report Annual estimate of increase council tax receipts		Delivery of the Planning Service Improvement Plan.  Work with partners on Nutrient Neutrality matters.			

requirement moving forwards, unless completion rates (and planning permission rates) increase.

Risk Name: CR 013 Emergency Event		Updated: November-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
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.	4 x 3 = 12	Review of strategic level response guidance, training and exercises.- review due to be completed spring 2025	3 x 2 = 6	There is a higher likelihood of concurrent emergency events during the winter storm season. A multi-agency Winter Preparedness workshop was held in September. All NNDC-Critical business continuity plans have been updated.	Alison Sayer
	Any Internal or external event that has a significant impact on the Council. The ability of the Council to deliver services is reduced. Primary – A Financial, Secondary - D Operational (including capacity/ delivery/ resources/ health & safety), H Reputational		Budget Process / Budget Monitoring.  Project management framework.  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: November-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).	4 x 5 = 20	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.	4 x 4 = 16	→	3 x 3 = 9	In-year monitoring of the 2025/26 budget at Period 6 is showing a forecasted year end surplus of £354k. 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	Daniel King

Growth forecasting models.  
Business cases for commercialisation of assets to deliver future income and efficiencies.

Annual review of fees and charges.

Monitoring of savings and additional income.

delivery of a sustainable balanced budget without undue reliance on reserves. There continues to be pressure place on the MTFS including delivery of new statutory services, alongside further delays to funding decisions from government. The finance team remain responsive to these changes, and continues to provide updates where useful.

Risk Name:		CR 024 People Resources				Updated:		November-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	The draft Workforce Development and People Strategy will be discussed at the JSCC Meeting in early November. The Learning and Development Strategy is due to be provided to Comms for appropriate branding. Once these documents have been approved through the appropriate channel launch will be communicated with support and advice from the Comms Team.	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:		November-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	Progress update	Lead Officer
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 in risk identified since the last quarter, although it is recognised that work associated with the introduction of Domestic Food Waste collections, as mandated by Government, will require a significant change to the existing Waste and Related Service Contract at some point in the future. This will be monitored and a robust project management process is in place with oversight provided by the Major Projects Board. The risk is not current so no change at this point to the scoring, Contract Management structures are in place	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.					

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.

Risk Name:		CR 028 Governance failures				Updated: November-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 2 = 6	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	permanent Chief Finance Officer now in post	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			
	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:		November-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									
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	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 now been undertaken with a officer taking the lead role for Complaints. The Council has taken part in a pilot project for the upcoming		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

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

A new complaint handling software solution is being developed through C3.

changes in code of practice produced by the Local Government and Social Care Ombudsman, so is well placed for those changes. A new complaints policy is shortly to be introduced to reflect those changes. The Council has a risk management framework and corporate risks are reviewed by 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. The Council has a proactive approach to publicising the work it does to support communities, residents and businesses in a balanced way.

Risk Name: CR 034 Not achieving the Net Zero 2030 target		Updated: November-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
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. Inaction/ inability to reduce  Not achieving net zero by 2030. Impact on the reputation of the Council. Financial impact - needing to offset emissions.	5 x 4 = 20	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.	4 x 4 = 16  →	Additional investment in renewable generation and or other offsetting initiatives.  Introduce climate impact assessment tool.  Embed staff climate emergency group.	3 x 4 = 12	Monitoring of the Carbon footprint continues in an increasingly accurate manner, however new sources of emissions have arisen and are predicted (e.g. additional assets, food waste collection) which will impact upon the ability to reach the 2030 target. The Net Zero Strategy and Action Plan has been revised and the Decarbonisation Board is overseeing its implementation. Carbon	Robert Young



Primary – E Strategic, Secondary – F Environmental and Social and H Reputational

Quarterly monitoring delivery through the Performance Management Framework.  
Opportunities to offset from general operations and developments.  
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.

reduction projects to-date continue to be monitored and have so far yielded effective outcomes. The Board will ensure a focused approach is taken to targeting future investment, utilising available data, and the available funding, as appropriate.

CR 035 Failure to achieve adoption of the current draft Local Plan								
Risk Name:		Updated:			October-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
Statutory obligation	Loss of key staff, changes in legislation and political expectations	5 x 4 = 20	Effective project management.	1 x 4 = 4	Work through process to get local plan adopted.	2 x 2 = 4	The North Norfolk Local Plan has been found 'sound' in the recently received final report from the independent Planning Inspector, subject to a number of Main Modifications. The final Local Plan is scheduled to be taken to Cabinet on 1st December and Council on 17th December seeking adoption by Members.	David Glason
	Local Plan process being delayed.		Ensuring there is a pool of suitably skilled and knowledgeable Planning staff that can be called on to contribute to the Local Plan process.	↓				
	Failure to deliver corporate objectives for all themes. Primary – D Operational (including capacity/ delivery/ resources/ health & safety), Secondary – E Strategic and H Reputational		Member Training.  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:			November-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	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
		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	3 x 3 = 9 ↑	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	Situation remains generally unchanged save for the risk of resource pressures anticipated by LGR work	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.

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

**Updated:** November-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	<p>This is a complex project, with a large number of stakeholders and contractors involved</p> <p>Timeline for building the facility is tight. Completion to draw down funding has to be before the end of March 2026.</p>	5 x 5 = 25	<p>Project Management processes</p> <p>Liaison with the Ministry of Housing and Local Government (MHCLG)</p>	1 x 2 = 2	→	2 x 2 = 4	Work has commenced on site and is progressing according to schedule, albeit with some slight reordering of work to accommodate the sign off of planning conditions. The Football	Steve Hems

lifestyles and address the health inequalities faced by our communities.

If the project cannot be delivered on time this could lead to reduced funding being drawn down and not all outcomes being achieved.  
Primary - A Financial, Secondary - D Operational (including capacity/ delivery/ resources/ health & safety) and H - Reputational

Timeline prepared.

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.

Reporting regularly to MHCLG.

Foundation have now indicated that they might look to complete work on the 3G pitch at the same time as the swimming pool build  
The project broadly progresses to timetable and there remains some comfort between the projected end date of construction and the deadline date.

CR 039 Rocket House building repair and energy improvement works

Risk Name:

Updated: October-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
Strong and Responsible – Maximising Opportunity -	Exceeds capital budget allocated. Works might not be successful in dealing with damp and increasing EPC rating.	4 x 4 = 16	Independent surveys (3) of the building.	3 x 3 = 9	Reletting of the ground floor vacant area of the building once repairs complete.	2 x 2 = 4	Cabinet have approved the proposed lease terms. Property Services have appointed	Renata Garfoot

Increasing the rates of occupation on all council's commercial properties.	<p>Building needs repair and energy performance works to be fully lettable.</p> <p>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>Primary - A Financial, Secondary - D Operational (including capacity/ delivery/ resources/ health &amp; safety), H Reputational</p>	<p>Budgeted 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>Procurement of contractors to do works.</p> <p>Agree and implement contract management process.</p> <p>Valuation advice is being sought regarding the long term lease.</p> <p>Technical advice on waterproofing.</p>	→	<p>EPC rating assessment.</p> <p>Cabinet approval planned for new lease agreements during 2025.</p> <p>Damp monitoring.</p>	<p>a consultant to prepare tender documents which are expected to be issued in November. Project timeline requested. Boat to be installed during Autumn 2026 as unable to relocated during winter. Tenant seeking storage costs if project delayed.</p>

CR 040 Management Information System – failure to complete development and maintain when in use								
Risk Name:						Updated:	November-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	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
		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	3rd quarter of tool being used to gather Risks and Actions. Full P&P team have now been	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.	Project risk register	→	Senior management support	trained in admin side of platform to reduce risk of admin single point of failure.
	NNDC is without a system to monitor and present performance, action plan and risk reports	Documentation of functionality		Thorough testing before implementation	Training continues for all new staff that require access. Archive copies of the data gathered now being made on a quarterly basis in shared corporate Team's folder.
	Primary - G Governance, Secondary – E Strategic	Training for users			Risk is very low, advise that this is removed from the corporate register
		Training for development and support staff for the system Business cases for commercialisation of assets to deliver future income and efficiencies.			

CR 041 - Local Government Reorganisation – threat to organisational capacity							Updated: November-2025		
Risk Name:	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	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	Full business case submitted to Government on 26th September (after Full Council vote on 24th September) and now subject to appraisal by MHCLG officials alongside the proposal for a single unitary made by NCC and 2 unitary proposal made by South Norfolk Council.	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.		Consultants appointed to deliver options based on common evidence base.	→	Member updates			
	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		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.				Partners to Future Norfolk partnership continue to develop our narrative and proposals for the 3 unitary councils, including sharing with Town and Parish Councils (NNDC workshops 13th and 18th of November) in anticipation of statutory consultation being undertaken by MHCLG for 6 weeks from late November (formal details of the consultation currently awaited).  Separate to the above and agnostic to any decision made by Government in early 2026 the 7 Norfolk districts and the County Council have begun to scope some outline workstreams around data, systems, contracts, workforce and regulatory services, as well as preparing a specification for a strategic implementation partner to be appointed jointly from April 2026.	

## CR 042 - Coastwise – delivery within Government financial

Risk Name:

timeframes

Updated:

November-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
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	2. Cause of risk							
	3. Consequence of risk happening							
	4. Risk category	Likelihood x Impact		Likelihood x Impact		Likelihood x Impact		
	5. Risk appetite							
Greener: Coast: 1	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	4 x 4 = 16	Approaching Government to extend programme timelines	3 x 3 = 9	Funders have reclarified the funding spend requirements and restricted committed spend beyond the programme timeframe. No further extension has been forthcoming from EA or DEFRA to date even after sustained highlighting by a number of projects over a long period of time (supported by research evidence). Leading household support option with associated significant spend is currently not permitted by the funders, therefore alternative spend options are in development. Continued discussion with EA and DEFRA.	Rob Goodliffe
Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses	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. Government do not roll forward funding into future years and north Norfolk misses out on the opportunities this funding is enabling		Ongoing monitoring of financial forecast and programme	↑				
	Primary – Financial, Secondaries – Strategic, Environmental and Social, Reputational, Projects		Ongoing reporting to Environment Agency and DEFRA					
			Utilisation of Local Adaptation Fund					
			Reprofiling of forecast spend where necessary and possible					

Risk Name: CR 043 - Introduction of Domestic Food Waste Collection

Updated: November-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
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	Major Project Board established- Continuing conversation with Serco on contract change-risks associate with depo readiness and additional financial pressures.	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.		Project Management Framework	→	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.		Adequate staff or appropriately qualified external contractor support		Following project plan and meeting deadlines contained within.			
	Primary – G Governance, Secondary - F Environmental and Social, H Reputational		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:		November-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	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer	
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)	2 x 3 = 6	Nationally there has been an increase in Cyber attacks The National Cyber Security Centre (NCSC) handled 204 "nationally significant" cyber attacks in the year to September 2025, a major increase from 89 in the previous year, averaging four such attacks per week. We have seen an example of successful phishing email that did harvest a users credentials . It was immediately picked up by our alerts system , the user contacted and passwords changed. Luckily this happened during a week day.	Kate Wilson	
	<ul style="list-style-type: none"><li>• Threats: Includes malware, ransomware, phishing, insider threats, and denial-of-service attacks.</li><li>• Vulnerabilities: Weaknesses in software, hardware, or human behaviour that can be exploited.</li><li>• Breaches through third-party vendors or partners.</li><li>• The Cyber risk is increased as the postholder who was overseeing Cyber Security now has been promoted and has additional priorities and the post hasn't been back filled.</li><li>• Financial Loss: From theft, fines, or downtime.</li><li>• Reputational Damage: Loss of customer trust and brand value.</li><li>• Legal Consequences: Violations of data protection laws like GDPR or CCPA.</li><li>• Operational Disruption: Interruptions in service or production.</li></ul>		Technical Controls: Firewalls, antivirus software, encryption, intrusion detection systems (IDS), MFA, patch management, data Backup & Recovery, Access Control, Audit Logging & protective monitoring	→	Technical Controls: Firewalls, antivirus software, encryption, intrusion detection systems (IDS), MFA, patch management, data Backup & Recovery, Access Control, Audit Logging & protective monitoring				
	Primary - D Operational (including capacity/ delivery/ resources/ health & safety) Secondary - A Financial, H Reputational				Policies, procedures, and training(e.g. Security awareness training, incident response plans, access management policies).		It doesn't seem necessary at this stage to increase the Cyber threat scoring as it is high already but it does need to be a priority for the Authority . There has been progress on actions and some new mitigations in the last quarter have been 2 members of Infrastructure team have completed the course for CISSP(Certified Information Systems Security Professional). This is to increase the knowledge around the management of the Cyber Risk but it is still ultimately carried out by the Strategic IT Manager who is spread		
					Purchase software that detects Data Loss.				

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thinly with managing the wider IT service too.

Actions

Purchasing a SOC (Security Operations Centre)

SOC costs tens of thousands so isn't feasible for our organisation to purchase. We have talked about pursuing joint funding / procurement opportunities with other Norfolk Authorities. The SOC would mean 24/7 monitoring of our alerts. To mitigate this as far as we can with the resources available alerts from all relevant systems are directed to a mailbox and this is monitored during the week and during stand by hours at the weekend. The 'goodwill' of staff in the Infrastructure team means it is monitored outside these hours but they are not obliged to do this.

Data Loss software

On our workplan to investigate .

Testing Recovery after a ransomware attack.

Completed



KEY

Impact

Corporate Risk					
Impact Type	Catastrophic	Critical	Moderate	Marginal	Negligible
	5	4	3	2	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%	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