

Q4 - Corporate Risk Register	
Executive Summary	The Corporate Risk Register is reviewed by Committee annually and where the residual risk score has been met the target it is proposed that the risk is removed. Similarly, where a new risk is identified – this is added.
Options considered	Updating and sharing the Corporate Risk Register represents good governance so no other options were considered.
Consultation(s)	All officers with responsibility for managing specific risks.
Recommendations	<p>Corporate risks proposed for removal from the register:</p> <p>CR 035 - Failure to achieve adoption of the Local Plan is recommended to be removed from the Corporate Risk Register as the Local Plan was adopted at a Full Council meeting on the 17 December 2025 and the period of potential legal challenge has now passed.</p> <p>Corporate risks recommended for addition to the register:</p> <p>Following the adoption of the Local Plan the Government has introduced a requirement to review all adopted Local Plans and for local planning authorities to prepare new-style Local Plans under the Planning and Compulsory Purchase Act (PCPA) 2004, as modified by the Levelling-up and Regeneration Act (LURA) 2023 and Local Planning Regulations 2026. The plan will form an updated statutory development plan for North Norfolk, setting a clear vision, development strategy, and strategic land-use framework required to guide planning decisions. The statutory duty establishes that planning decisions must be taken in accordance with the development plan unless material considerations indicate otherwise, and each authority must identify and address its strategic priorities within its development plan documents.</p> <p>The timescale to complete the review in accordance with legislative requirements is set by Government as 30 months. This is an extremely tight timescale given the length of time that the recently adopted plan took to complete.</p> <p>On this basis it is recommended that a new corporate risk CR 046 is developed to reflect above. The wording will be developed with the service manager to ensure that it accurately reflects the risk factors and any control measure put in place.</p>

Reasons for recommendations	<p>CR 035 - This risk is recommended for removal as the risk it was intended to mitigate has been successfully resolved. The Local Plan was formally adopted by Full Council on 17 December 2025, and the statutory period during which the Plan could be subject to legal challenge has now expired. Consequently, the risk of failure to achieve adoption is no longer live or relevant, and continued inclusion on the Corporate Risk Register is not required.</p> <p>CR 046 - This new risk is recommended for addition to the Corporate Risk Register due to the introduction of new statutory requirements following the adoption of the Local Plan. The Government now requires local planning authorities to review and prepare a new-style Local Plan under updated legislation, including the Planning and Compulsory Purchase Act 2004 (as amended by the Levelling-up and Regeneration Act 2023), alongside emerging national policy and forthcoming Local Planning Regulations 2026.</p> <p>This creates a significant corporate risk due to the need to deliver a legally compliant, up-to-date development plan within a mandated 30-month timeframe. Given the complexity of plan-making and the extended duration of the previous Local Plan process, there is a heightened risk relating to capacity, resources, programme delivery, and compliance with evolving national requirements.</p> <p>As the development plan underpins all planning decisions and must address the authority's strategic priorities, failure to meet these requirements could have substantial legal, operational, and reputational implications. Consequently, a new corporate risk is required to ensure appropriate oversight, management, and mitigation.</p>
Background papers	Risk Management Policy and Framework adopted by GRAC 3 December 2024

Wards affected	All
Cabinet member(s)	All
Contact Officer	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	N/A
Details of any previous decision(s) on this matter	Previous iteration of the Corporate Risk Register was taken to GRAC on 24 March 2026.

1. Purpose of the report

1.1. To consider and amend the Corporate Risk Register.

2. Introduction & Background.

2.1. 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

3.1. 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

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

5. Risk Management

5.1 The Corporate Leadership Team have reviewed the Corporate Risk Register on a periodic basis over the last quarter to provide oversight and challenge where appropriate.

5.2 Risk management training has been made available via the Skillgate e-learning system and is a mandatory requirement for all staff at Team Leader level and above. Completion of this training is being actively monitored, and any outstanding completions will be followed up.

5.3 The Risk Management Policy and Framework are currently undergoing a comprehensive ("root and branch") review. This review responds to the recommendations arising from the recent internal audit of risk management, as well as feedback and requests from the Independent Person, and seeks to ensure the framework is accessible, robust, and clearly understood by users.

5.4 The Management Information System (MIS) has been updated to enable the recording of service-level risks. Following adoption of the revised Risk

Management Policy and Framework, Service Managers will be required to develop and maintain risk registers for their respective service areas. It is anticipated that, as part of this process, some risks currently held at a corporate level may be more appropriately managed at the service level.

6. Financial and Resource Implications

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

6.2. Comments from the S151 Officer:

I support these recommendations

7. Legal Implications

7.1. None noted

Comments from the Monitoring Officer

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

8. Risks

8.1. This report highlights the key risks faced by the Council.

9. Net Zero Target

9.1. 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.

10. Equality, Diversity & Inclusion

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

11. Community Safety issues

11.1 There are no issues relating to community safety arising from this report.

12. Conclusion and Recommendations

12.1 **Corporate risks proposed for removal from the register:**

CR 035 - Failure to achieve adoption of the Local Plan is recommended to be removed from the Corporate Risk Register as the Local Plan was adopted at a

Full Council meeting on the 17 December 2025 and the period of potential legal challenge has now passed.

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

Following the adoption of the Local Plan the Government has introduced a requirement to review all adopted Local Plans and for local planning authorities to prepare new-style Local Plans under the Planning and Compulsory Purchase Act (PCPA) 2004, as modified by the Levelling-up and Regeneration Act (LURA) 2023 and Local Planning Regulations 2026. The plan will form an updated statutory development plan for North Norfolk, setting a clear vision, development strategy, and strategic land-use framework required to guide planning decisions. The statutory duty establishes that planning decisions must be taken in accordance with the development plan unless material considerations indicate otherwise, and each authority must identify and address its strategic priorities within its development plan documents.

The timescale to complete the review in accordance with legislative requirements is set by Government as 30 months. This is an extremely tight timescale given the length of time that the recently adopted plan took to complete.

On this basis it is recommended that a new corporate risk **CR 046** is developed to reflect above. The wording will be developed with the service manager to ensure that it accurately reflects the risk factors and any control measure put in place.