

## Overview

The number of corporate risks which have been assessed as Red has reduced from last quarter from three to two.

**CR 015 Medium Term Financial Plan** remains red with the residual risk score unchanged at 16. Whilst the narrative demonstrates progress has been made following the settlement in December 2025, setting of a balanced budget and forecast surplus in the 2025/2026 budget outturn, there remains uncertainty relating to global economics, upcoming expenditure relating to new statutory requirements (domestic food waste collections and Renters Rights Act implementation) alongside the preparation and progression of Local Government Reorganisation. It is anticipated that the uncertainty will reduce during the 2026/27 financial year when an updated Medium Term Financial Strategy is presented.

**CR 034 Not achieving the Net Zero 2030 Target** remains red with the residual risk score unchanged at 20. There have been a number of initiatives which have reduced the carbon footprint of the organisation, however other activities take the Council in the wrong direction in relation to its Net Zero aspirations. These include:

- The development of the Fakenham Leisure and Sports Hub project which, despite significant investment in carbon reduction measures both within the new build and retrofit to the existing building, will be a carbon intensive provision. This has to be balanced against the corporate plan objectives of providing new leisure facilities to promote health and wellbeing, and it is felt that the benefits provided through the development outweigh the carbon impact.
- The introduction of weekly domestic food waste collections is likely to have an overall carbon impact. This however is a mandatory requirement of Government and so the council has no option in the introduction of this service.
- The purchase of additional temporary accommodation (TA) as an alternative to nightly paid bed and breakfast accommodation means an increase in carbon production within scope of the council. Again, the additional carbon has to be balanced against the cost of provision as nightly paid accommodation is significantly more expensive and our own self-contained TA provides better quality outcomes for those who find themselves in housing crisis.

The main risk associated not achieving this target is reputational given the previous declaration of a climate emergency by the Council. Under the previous government, failure to meet certain carbon reduction targets could have resulted in financial penalty or the need to invest in carbon offsetting. The current Government has removed that requirement, and this has altered the risk appetite position, such that there is much greater willingness to tolerate this risk.

### Risks with increased residual scores

Only one corporate risk has increased in score as detailed below.

**CR 038 Fakenham Leisure and Sports Hub (FLASH) – threat to building within funding window** has seen an increase in the residual risk score from two to four, although it remains green as it is at the target score for the risk. The change in score reflects two main issues:

- A delay in finalising the lease necessary to upgrade the substation with UK Power Networks, to ensure sufficient power on site to meet building running requirements with some spare capacity to meet future needs. The lease is now in the final stage of agreement which will allow progress to be made and assessment of the potential impact on the programme is currently being assessed and mitigated.
- Delays to the delivery of steelwork for the pool hall construction have arisen due to the conflict in the Middle East. This reflects a national position of shortage, but steelwork has now been delivered to site enabling this construction element to be completed.

The deadline set by Government for completion of the funded works has been extended for all projects to the end of March 2028. The anticipated completion works for the Flash project currently remains December 2026.

### Risks with reduced residual risk scores

**CR 013 Emergency Event** has reduced from a residual score of twelve in Quarter 3 to a residual score of nine in Quarter 4. This relates to the reduction in likelihood of an event due to the end of the storm season, reducing the likelihood of tidal surge and inundation events impacting coastal communities.

**CR 042 Coastwise – Delivery within Government Financial timeframes** has seen the residual risk score reduce from sixteen to twelve since last quarter. This change reflects the recruitment of a backfill to a vacancy within the team which has enabled greater certainty in being able to deliver work in a timely manner and a reprofiling of the 2026/26 funding allocation reducing the financial risks associated with the spending targets.

**CR 043 Introduction of Domestic Food Waste Collection** has seen a reduction in the residual risk score from twelve to nine. This reflects progress in resolving lease issues relating to the additional depot requirements and the progression of consultancy support to provide benchmarking data as a comparator to the Serco costings. Delays to the delivery of collection vehicles have resulted in a delay to the go-live date for service introduction into early 2027 but this is felt nationally due to the high demand not being able to be met by suppliers. The delay to go-live date does provide more time for associated activity to be completed.

## **Recommendations**

### **Corporate risks to be removed 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.

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

Following the adoption of the Local Plan the Government has introduced a requirement to review the adopted Local Plan and prepare a new-style Local Plan 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.

**Risk Matrix**

|                   |          |                            |  |                  |          |
|-------------------|----------|----------------------------|--|------------------|----------|
| 5                 |          |                            |  |                  |          |
| 4                 |          |                            | CR 008<br>CR 028<br>CR 042   | CR 015           | CR 034   |
| 3                 |          |                            | CR 001<br>CR 002<br>CR 025<br>CR 037<br>CR 039<br>CR 043<br>CR 043<br>CR 044 | CR 013<br>CR 045 |          |
| 2                 | CR 035   | CR 009<br>CR 029<br>CR 038 | CR 024<br>CR 026   | CR 010<br>CR 041 |          |
| 1                 |          |                            |  |                  |          |
| <b>Impact</b>     | <b>1</b> | <b>2</b>                   | <b>3</b>   | <b>4</b>         | <b>5</b> |
| <b>Likelihood</b> |          |                            |  |                  |          |

**Risk Name:**

**CR 001 Deteriorating/ underused property assets**

**Updated:** March-2026

| Corporate Objective   | 1. Description of Risk or potential event<br>2. Cause of risk<br>3. Consequence of risk happening<br>4. Risk category<br>5. Risk appetite  | Inherent risk score<br><br>Likelihood x Impact | Existing Controls  | Residual Risk Score<br><br>Likelihood x Impact | Action (to achieve target score)                                     | Target Score<br><br>Likelihood x Impact | Progress update   | Lead Officer |
|---|--|--|--|--|--|---|---|--------------|
| Council:<br>Opportunity: 3<br>Increasing the rates of occupation on all council's commercial properties | Deteriorating/ underused property assets.<br><br>Lack of funding to repair and maintain assets and increased maintenance costs.<br><br>Loss of revenue / legal liability/ not achieving value for money /reputational risk/ capital commitment.<br><br>Primary - A Financial, Secondary - H Reputational | 4 x 3 = 12                                     | Business cases for commercialisation of assets to deliver future income and efficiencies.<br><br>Adequate budget provision both from revenue and capital to support R&M works and capital investment.<br><br>Asset Condition Surveys.<br><br>Compliance policies in place and up to date.<br><br>Compliance works undertaken in a timely fashion.<br><br>Adequate staff or appropriately qualified external contractor support | 3 x 3 = 9<br><br>→                             | Production, approval and implementation of the Asset Management Plan | 2 x 2 = 4                               | Capital project and 2026/2027 budgets have been approved on assets which have commercial tenants, work is progressing with these - consultants have been appointed to design works. There also are many works ongoing which directly impact other assets. | Daniel King  |

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

**Updated:** May-2026

| Corporate Objective   | 1. Description of Risk or potential event<br>2. Cause of risk<br>3. Consequence of risk happening<br>4. Risk category<br>5. Risk appetite  | Inherent risk score<br><br>Likelihood x Impact | Existing Controls  | Residual Risk Score<br><br>Likelihood x Impact | Action (to achieve target score) | Target Score<br><br>Likelihood x Impact | Progress update  | Lead Officer  |
|---|--|--|--|--|----------------------------------|---|--|---------------|
| Greener: Coast: 3<br>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.<br><br>Lack of Government funding<br><br>Inability to adapt to climate change - increased coastal erosion and flooding<br>Primary – E Strategic, Secondary - F Environmental and Social | 5 x 5 = 25                                     | Corporate Planning / Service Planning.<br><br>Net Zero 2030 Strategy and Climate Action Plan.<br><br>Shoreline Management Plan (SMP).<br><br>Repairs & Maintenance Programme.<br><br>Procurement practices.<br><br>Health & Safety checking and monitoring.<br>DEFRA funding of capital schemes.<br><br>Coastal Monitoring including the use of drones.<br><br>Control of coastal management schemes through procurement and regular checking.<br><br>Coastal Partnership East set up.<br><br>Environment Forum.<br><br>Health and Safety repairs as needed<br><br>Adequate budget provision both from revenue and capital to support R&M works and capital investment.<br>Asset Condition Surveys.<br><br>Adequate staff or appropriately qualified external contractor support | 3 x 3 = 9<br><br>→                             | 10-year capital programme        | 3 x 3 = 9                               | Cromer scheme complete. Mundesley Scheme in final phases. Maintenance Contract renewed. Recruitment of staff underway. Pre-season checks completed and works ordered. Capital Works Programme to be refreshed. | Rob Goodliffe |

Budget Process / Budget Monitoring.  
Forward adverse weather guidance.

**Risk Name:**

**CR 008 Loss of Information**

**Updated:** March-2026

| Corporate Objective  | 1. Description of Risk or potential event<br>2. Cause of risk<br>3. Consequence of risk happening<br>4. Risk category<br>5. Risk appetite | Inherent risk score<br><br>Likelihood x Impact | Existing Controls  | Residual Risk Score<br><br>Likelihood x Impact | Action (to achieve target score)  | Target Score<br><br>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  | 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                               | As at 31 March 2026 there were updates being made to the IT Strategy but still in the review process at this point in time, and responses to internal audit actions were made in a timely manner. | Daniel King  |
|  | Loss of information assets.   |  | ICT Strategy.  | →  |   |   |   |              |
|  | Operational disruption, impact on customers.<br>Primary – A Financial, Secondary – H Reputational   |  | IT Security Policies.<br>Implement data security protocols.<br>IT Monitoring.<br>Data Protection training.<br>Regular audits of IT security arrangements.<br>Regular 3rd party data protection and integrity testing.<br>Information Risk Policy and Role Description.<br>GDPR compliance Framework.<br>Certificated Security Professional Training<br>Cyber security training |  |   |   |   |              |

Risk Name:

**CR 10 Housing Delivery not meeting targets**

Updated: April-2026

| Corporate Objective   | 1. Description of Risk or potential event<br>2. Cause of risk<br>3. Consequence of risk happening<br>4. Risk category<br>5. Risk appetite  | Inherent risk score<br><br>Likelihood x Impact | Existing Controls   | Residual Risk Score<br><br>Likelihood x Impact | Action (to achieve target score)  | Target Score<br><br>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 | <p>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.</p> <p>Insufficient units coming forward via the planning system. Lack of interest from house building market. Lack of funding - especially for affordable house provision.</p> <p>Fewer homes for people to live in. Increase in homelessness<br/>Lower income levels for the council e.g. via council tax.</p> <p>Primary – E Strategic, Secondary - F Environmental and Social</p> | 5 x 4 = 20                                     | <p>Housing Strategy.</p> <p>Support and assist affordable housing providers.</p> <p>Use of capital.</p> <p>Local Plan.</p> <p>Development Management.</p> | 4 x 2 = 8                                      | <p>Work to produce a new Local Plan.</p> <p>→</p> <p>Delivery of the Planning Service Improvement Plan.</p> <p>Work with partners on Nutrient Neutrality matters.</p> | 4 x 2 = 8                               | The adoption of the new North Norfolk Local Plan (December 2025) sets the Council's annual housing delivery requirement at 557 dwellings per annum. The Ministry of Housing, Communities and Local Government (MHCLG) monitors delivery on a rolling three-year average in arrears and compares the average against the then adopted Local Plan requirements for the same period through the Housing Delivery Test (HDT). Last years published results by the Government (reflecting the 2023 HDT) demonstrates that delivery averaged 87%. In any updated results it is | David Glason |

Responded to NPPF consultation.  
Annual Local Plan monitoring report  
Annual estimate of increase council tax receipts

forecast to fall because of persistent under delivery over the previous three-year period and it is expected that a 20% buffer will need to be added to the housing requirement moving forwards, unless completion rates (and planning permission rates) increase.

**Risk Name:**

**CR 013 Emergency Event**

**Updated:** May-2026

| Corporate Objective  | 1. Description of Risk or potential event<br>2. Cause of risk<br>3. Consequence of risk happening<br>4. Risk category<br>5. Risk appetite | Inherent risk score<br><br>Likelihood x Impact | Existing Controls  | Residual Risk Score<br><br>Likelihood x Impact | Action (to achieve target score)   | Target Score<br><br>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.   | 3 x 3 = 9                                      | Review of strategic level response guidance, training and exercises.- review due to be completed spring 2025 | 3 x 2 = 6                               | The majority of storm season has now past, reducing the likelihood of tidal inundation events. Risk identification is in place through the Norfolk Resilience Forum and planning is in place and regularly reviewed to mitigate risks.<br><br>Plans are regularly subjected to testing through exercising and structured debriefing processes.<br><br>Strong arrangements are in place across Norfolk to provide resilience and share good practice. | 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.<br><br>Business Continuity Planning.<br><br>Services' Business Continuity Plans (BCP).<br>Corporate Business Continuity key role training.<br>Corporate Policies and Procedures.<br><br>Employment Policies. |  |  |   |  |              |

Forward adverse weather guidance.

Emergency Response Plan

EH out of hours duty officer

**Risk Name:**

**CR 015 Medium Term Financial Plan**

**Updated:** March-2026

| Corporate Objective  | 1. Description of Risk or potential event<br>2. Cause of risk<br>3. Consequence of risk happening<br>4. Risk category<br>5. Risk appetite  | Inherent risk score<br><br>Likelihood x Impact | Existing Controls  | Residual Risk Score<br><br>Likelihood x Impact | Action (to achieve target score) | Target Score<br><br>Likelihood x Impact | Progress update   | Lead Officer |
|--|--|--|--|--|----------------------------------|---|---|--------------|
| Council: Effective & Efficient: 1<br>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.<br>Forecast funding reductions and shift to local financing from business rates, council tax and new homes bonus.<br>Funding gaps in the medium to long term.<br>Primary – A Financial, Secondary - D Operational (including capacity/ delivery/ resources/ health & safety). | 4 x 5 = 20                                     | Reporting - New legislation and consultation.<br><br>Policy Work.<br><br>Lobbying Central Government.<br><br>Medium Term Financial Strategy.<br><br>Corporate Planning / Service Planning.<br><br>Budget Process / Budget Monitoring.<br><br>Monitoring impact of the business rates retention.<br><br>Annual review of the Council's reserves.<br><br>Timely agreement of the annual Localised Council Tax Support Scheme.<br><br>Balanced budget agreed. | 4 x 4 = 16<br><br>→                            |                                  | 3 x 3 = 9                               | A balanced budget was set in February 2026. A Medium Term Financial Strategy was prepared as part of the budget papers presented before full Council. The latest budget monitoring forecasted a surplus as at period 10 monitoring, with the final results being scheduled to be presented to members in July 2026 in the outturn reporting. An updated Medium Term Financial Strategy will be presented during the 2026/2027 financial year once there is more certainty surrounding upcoming expenditure and service demands, including any new service requirements and LGR. | 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.

**Risk Name:**

**CR 024 People Resources**

**Updated:** May-2026

| Corporate Objective  | 1. Description of Risk or potential event<br>2. Cause of risk<br>3. Consequence of risk happening<br>4. Risk category<br>5. Risk appetite   | Inherent risk score<br><br>Likelihood x Impact | Existing Controls  | Residual Risk Score<br><br>Likelihood x Impact | Action (to achieve target score)   | Target Score<br><br>Likelihood x Impact | Progress update   | Lead Officer |
|--|---|--|--|--|--|---|---|--------------|
| 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<br><br>Employment market conditions.<br><br>Negative impact on corporate plan, business transformation, performance and delivery.<br>Primary – A Financial, Secondary - D Operational (including capacity/ delivery/ resources/ health & safety) | 3 x 4 = 12                                     | Corporate Planning / Service Planning.<br><br>Review Pay Policy.<br><br>Review relocation policy.<br><br>Employee Referral Scheme.<br><br>Market Pay Review report.<br><br>Apprenticeship programme.<br><br>Check-in process.<br><br>HR 006 New Ways of Working - Policy Creation. | 3 x 2 = 6<br><br>→                             | 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.<br><br>Agile Working Policy | 2 x 2 = 4                               | The Workforce Development and People Strategy have been approved by CLT and Full Council and will be launched with the Learning and Development Strategy. Work is ongoing to launch this organisational wide. | Susan Sidell |

Updated Recruitment Guidelines for Hiring Managers and Employees.

Additional information and guidance to support employees when applying for roles at NNDC.

| Risk Name: <b>CR 025 Contract Failure</b>   |   | Updated: May-2026                              |   |  |                                  |              |  |              |
|---|---|--|---|--|----------------------------------|--------------|--|--------------|
| Corporate Objective   | 1. Description of Risk or potential event<br>2. Cause of risk<br>3. Consequence of risk happening<br>4. Risk category<br>5. Risk appetite | Inherent risk score<br><br>Likelihood x Impact | Existing Controls   | Residual Risk Score<br><br>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    | Strong contract management is in place across all contracts and there is no evidence to indicate that there has been a significant change in either the likelihood of contract failure or on the impact should a contract fail. The significant contracts that the authority has in place with the highest impact are all subject to strong governance arrangements with regular management meetings as such they are not considered to be of concern at this time. It should be noted that the negotiations associated with the introduction of domestic food waste are continuing with the | 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.<br>Advice for external suppliers. |  |                                  |              |  |              |
|   | Primary – D Operational (including capacity/ delivery/ resources/ health & safety), Secondary – H Reputational                            |  | Procurement Officer post established.   |  |                                  |              |  |              |

existing waste collection contractor.

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

**Updated:** May-2026

| Corporate Objective   | 1. Description of Risk or potential event<br>2. Cause of risk<br>3. Consequence of risk happening<br>4. Risk category<br>5. Risk appetite  | Inherent risk score<br><br>Likelihood x Impact | Existing Controls  | Residual Risk Score<br><br>Likelihood x Impact | Action (to achieve target score) | Target Score<br><br>Likelihood x Impact | Progress update   | Lead Officer |
|---|--|--|--|--|----------------------------------|---|---|--------------|
| Economy: Thriving Business: 2<br>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.<br><br>Fluctuations in the Local, National and Global economies.<br><br>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.<br><br>4. Primary – C Credit and counterparty, Secondary - D Operational (including capacity/ delivery/ resources/ health & safety) | 3 x 2 = 6                                      | HS 003 - Monitor the need for temporary accommodation and ensure suitable provision.<br><br>Medium Term Financial Strategy.<br><br>Corporate Planning / Service Planning.<br><br>Treasury Management Strategy.<br><br>Fund Management advice from Arlingclose. | 3 x 2 = 6<br><br>→                             |                                  | 2 x 2 = 4                               | Our programme for the transitional year of UKSPF and REPF essentially ended in March and support programmes that benefited local businesses were strong, with full take-up and all funds defrayed. A programme of support for this financial year has been developed, proposing to utilise funds from local sources, matched with partner contributions. The new approach to business engagement is well established, which enables us to better liaise with local enterprises, keeping a finger on the | Robert Young |

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.

pulse of local business sentiment - in order to respond accordingly - Currently, generally resilience appears to remain strong, however the national and global context remains uncertain, with particular concerns being high wage costs and inflation driven by high fuel costs.

**Risk Name:**

**CR 028 Governance failures**

**Updated:** April-2026

| Corporate Objective  | 1. Description of Risk or potential event<br>2. Cause of risk<br>3. Consequence of risk happening<br>4. Risk category<br>5. Risk appetite | Inherent risk score<br><br>Likelihood x Impact | Existing Controls   | Residual Risk Score<br><br>Likelihood x Impact | Action (to achieve target score)   | Target Score<br><br>Likelihood x Impact | Progress update   | Lead Officer |
|--|---|--|---|--|--|---|---|--------------|
| 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.  | 4 x 3 = 12                                     | 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                               | Whilst the statutory officers are in place, and have deputies, these are small teams and there is some additional risk due to the resource and capacity pressures, including sufficiency of provision of support for statutory officers and anticipated increase of work connected to LGR | 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.<br>Constitution/Standing Orders/Scheme of Delegations.<br>Committee report templates.<br>Member/ Officer Protocol.<br>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 034 Not achieving the Net Zero 2030 target**

Updated: May-2026

| Corporate Objective  | 1. Description of Risk or potential event<br>2. Cause of risk<br>3. Consequence of risk happening<br>4. Risk category<br>5. Risk appetite  | Inherent risk score<br><br>Likelihood x Impact | Existing Controls  | Residual Risk Score<br><br>Likelihood x Impact | Action (to achieve target score)  | Target Score<br><br>Likelihood x Impact | Progress update   | Lead Officer |
|--|--|--|--|--|---|---|---|--------------|
| Greener: Net Zero:<br>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<br><br>Not achieving net zero by 2030. Impact on the reputation of the Council. Financial impact - needing to offset emissions.<br>Primary – E Strategic, Secondary – F Environmental and Social and H Reputational | 5 x 4 = 20                                     | Delivering NZSAP and considering the formation of a decarbonisation board.<br><br>Formal review of NZSAP every two years. Update and adapt the plan to meet the net zero target.<br><br>Continual monitoring of the delivery of the NZSAP as a major project through the project board.<br><br>Quarterly monitoring delivery through the Performance Management Framework. | 5 x 4 = 20<br><br>→                            | Additional investment in renewable generation and or other offsetting initiatives.<br><br>Introduce climate impact assessment tool.<br><br>Embed staff climate emergency group. | 3 x 4 = 12                              | Monitoring of the Carbon footprint continues in an increasingly accurate manner, and vacant posts have been filled, however new sources of emissions are likely to arise (e.g. additional assets, eventual 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 | Robert Young |

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.

implementation. Carbon 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 and will oversee projects and actions that are likely to impact on emissions, utilising available data, and the available funding, as appropriate.

**Risk Name:** CR 035 Failure to achieve adoption of the current draft Local Plan **Updated:** April-2026

| Corporate Objective  | 1. Description of Risk or potential event<br>2. Cause of risk<br>3. Consequence of risk happening<br>4. Risk category<br>5. Risk appetite | Inherent risk score<br><br>Likelihood x Impact | Existing Controls  | Residual Risk Score<br><br>Likelihood x Impact | Action (to achieve target score)                | Target Score<br><br>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 2 = 2                                      | Work through process to get local plan adopted. | 2 x 2 = 4                               | <p>The North Norfolk Local Plan was adopted in December 2025. Following Cabinet approval in March 2026, the Local Plan will begin its review. Resources for the team are also under review in order to achieve the 30 month delivery expectation.</p> | 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.   |  | 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)                        |  |   |   |   |              |

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

Updated: March-2026

| Risk Name:                          | 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 |
|-------------------------------------|---|---------------------|---|---------------------|--|---------------------|---|--------------|
| Corporate Objective                 | 2. Cause of risk<br>3. Consequence of risk happening<br>4. Risk category<br>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.<br><br>Requirement to take costly action in financial and other resource terms 2.<br><br>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 | 3 x 4 = 12          | Case decision making process.<br><br>Apply two stage evidential and public interest tests<br><br>Enforcement Policy | 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           | The same controls are in place. The situation remains unchanged save for the risk of resource and capacity pressures from the work generated and anticipated from LGR | Cara Jordan  |

Primary=A Financial, Secondary=D Operational (including capacity/delivery/resources/health & safety) E Strategic F Environmental and Social G Governance H Reputational

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.

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

Updated: May-2026

Risk Name:

| Corporate Objective   | 1. Description of Risk or potential event<br>2. Cause of risk<br>3. Consequence of risk happening<br>4. Risk category<br>5. Risk appetite   | Inherent risk score<br><br>Likelihood x Impact | Existing Controls  | Residual Risk Score<br><br>Likelihood x Impact | Action (to achieve target score) | Target Score<br><br>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 faced by our communities. | <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> <p>If the project cannot be delivered on time this could lead to reduced funding being drawn down and not all outcomes being achieved.</p> <p>Primary - A Financial, Secondary - D Operational (including capacity/ delivery/ resources/ health &amp; safety) and H - Reputational</p> | 5 x 5 = 25                                     | <p>Project Management processes</p> <p>Liaison with the Ministry of Housing and Local Government (MHCLG)</p> <p>Timeline prepared.</p> <p>Procurement process for consultants, architects, engineers in place.</p> <p>NNDC project team established.</p> <p>External steering group established and monthly meetings taking place.</p> | 2 x 2 = 4                                      | →                                | 2 x 2 = 4                               | <p>Work on site continues however a number of issues have cause an increase in the likelihood score. The lease required to upgrade the electricity substation with UK Power Networks has been delayed due to the complexities between the parties and agreeing technical drawings. This may delay the ability to provide the required power upgrade in a timely manner and may potentially impact on the timeline although mitigation is being identified currently. The conflict in the middle east has caused delays nationally in the steel supply and the steelwork for the poolhall was affected. whilst</p> | Steve Hems   |

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.

there is a delay in the programme timetable for this element of the work the stell has now arrived on site and the contractor has rescheduled other work to minimise the impact.

The planning application for the 3G pitch provision has received some objections which are currently being investigated and addressed. there may be a delay in the ability to determine the application but this is unlikely at this stage to impact on the timetable as this is scheduled at the end of the works programme. There may be a cost impact in addressing the objections but this is still unclear at this time.

**Risk Name: CR 039 Rocket House building repair and energy improvement works**

**Updated:** May-2026

| Corporate Objective  | 1. Description of Risk or potential event<br>2. Cause of risk<br>3. Consequence of risk happening<br>4. Risk category<br>5. Risk appetite   | Inherent risk score<br><br>Likelihood x Impact | Existing Controls  | Residual Risk Score<br><br>Likelihood x Impact | Action (to achieve target score)   | Target Score<br><br>Likelihood x Impact | Progress update  | Lead Officer   |
|--|---|--|--|--|--|---|--|----------------|
| Strong and Responsible – Maximising Opportunity - Increasing the rates of occupation on all council's commercial properties. | 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                               | Regular project and update meetings are held to progress the design and update the tenants. Negotiations over legal restrictions are continuing. | Renata Garfoot |
|  | Building needs repair and energy performance works to be fully lettable.  |  | Budgeted repair costs prepared by independent quantity surveyor. | →  | EPC rating assessment.   |   |  |                |
|  | 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. |  | Indicative timeline prepared.                                    |  | Cabinet approval planned for new lease agreements during 2025.                   |   |  |                |

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

Capital budget of £1m approved.

Damp monitoring.

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.

**Risk Name: CR 041 - Local Government Reorganisation – threat to organisational capacity**

Updated: May-2026

| Corporate Objective                                       | 1. Description of Risk or potential event<br>2. Cause of risk<br>3. Consequence of risk happening<br>4. Risk category<br>5. Risk appetite  | Inherent risk score<br><br>Likelihood x Impact | Existing Controls   | Residual Risk Score<br><br>Likelihood x Impact | Action (to achieve target score)  | Target Score<br><br>Likelihood x Impact | Progress update  | Lead Officer |
|---|--|--|---|--|---|---|--|--------------|
| Council: Strong and responsible - Effective and Efficient | Capacity issues generated by Devolution and Local Government Reorganisation (LGR)<br><br>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. | 4 x 3 = 12                                     | Work is being done collaboratively across the seven district councils, easing the burden on individual councils.<br><br>Consultants appointed to deliver options based on common evidence base. | 4 x 2 = 8<br><br>→                             | Continuation of joint working with other districts.<br><br>Member updates | 4 x 2 = 8                               | Devolution - Norfolk and Suffolk County Councils (as the responsible upper tier authorities) formally agreed to establish Mayoral Combined Authority in October 2025. Government announced in December that the Mayoral election scheduled for May 2026 would now be postponed until May 2028. Further | Steve Blatch |

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.

discussions with Government are taking place to establish a Foundation Strategic Authority to cover the period up until the May 2028 Mayoral election.

LGR - The Government announced its Minded To decision for 3 new unitary councils in Norfolk on the 25th March 2026, since which time all 8 councils in the County have continued to develop partnership, governance and workstream structures to support the transition to the new authorities over the period to April 2028. Inner Circle Consulting appointed as strategic partner/advisor. Appointments to be made to the East Norfolk Council joint committee at the annual meeting of council to be held on the 20th May 2026.

**Risk Name: CR 042 - Coastwise – delivery within Government financial timeframes**

Updated: May-2026

| Corporate Objective   | 1. Description of Risk or potential event<br>2. Cause of risk<br>3. Consequence of risk happening<br>4. Risk category<br>5. Risk appetite   | Inherent risk score<br><br>Likelihood x Impact | Existing Controls  | Residual Risk Score<br><br>Likelihood x Impact | Action (to achieve target score)                     | Target Score<br><br>Likelihood x Impact | Progress update   | Lead Officer  |
|---|---|--|--|--|--|---|---|---------------|
| Greener: Coast: 1<br>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<br><br>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. | 4 x 4 = 16                                     | Ongoing and timely discussions and updates with the Environment Agency<br><br>Ongoing monitoring of financial forecast and programme | 3 x 4 = 12                                     | Approaching Government to extend programme timelines | 3 x 3 = 9                               | Continued delivery of CTAP and work progressing preparing for CAP. Opportunity to seek external funds for the CAP contribution being explored. Recruitment of backfill to support coastwise and for | Rob Goodliffe |

Government do not roll forward funding into future years and north Norfolk misses out on the opportunities this funding is enabling

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

community project delivery progressing. Reprofile of 26/27 funding allocation progressed, reducing financial risks regarding spending targets.

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

**Updated:** January-2026

| Corporate Objective   | 1. Description of Risk or potential event<br>2. Cause of risk<br>3. Consequence of risk happening<br>4. Risk category<br>5. Risk appetite   | Inherent risk score<br><br>Likelihood x Impact | Existing Controls  | Residual Risk Score<br><br>Likelihood x Impact | Action (to achieve target score)   | Target Score<br><br>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.<br><br>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 | 4 x 4 = 16                                     | Risk Management Policy and Framework<br><br>Project Management Framework | 3 x 3 = 9<br><br>↓                             | Working closely with contractors to address issues around depo capacity<br><br>Looking for suitable alternatives and options | 1 x 1 = 1                               | Progress has been made towards securing the lease for the depot space required which reduces the risk likelihood. The delay has pushed back the go live date into early 2027 but also allows more time to complete other elements of the project. The Council is commissioning benchmarking to provide | Emily Capps  |

receptacles. Issues relating to depo capacity.

comparative data and pricing to aid contact negotiations.

Non-compliance of statutory obligations. Potential reputational risk. Financial impact from the inclusion of food waste in the general loads.  
 Primary – G Governance, Secondary - F Environmental and Social, H Reputational

Adequate staff or appropriately qualified external contractor support

Following project plan and meeting deadlines contained within.

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:** May-2026

| Corporate Objective                                       | 1. Description of Risk or potential event<br>2. Cause of risk<br>3. Consequence of risk happening<br>4. Risk category<br>5. Risk appetite   | Inherent risk score<br><br>Likelihood x Impact | Existing Controls  | Residual Risk Score<br><br>Likelihood x Impact | Action (to achieve target score) | Target Score<br><br>Likelihood x Impact | 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                               | The IT department continues to deliver ongoing training via Boxphish elearning system to all staff on a range of relevant cyber security issues. Test emails to check staff are following good practice contuse to be sent periodically. This quarter only 13% of staff clicked in the | Kate Wilson  |

- Threats: Includes malware, ransomware, phishing, insider threats, and denial-of-service attacks.
  - Vulnerabilities: Weaknesses in software, hardware, or human behaviour that can be exploited.
  - Breaches through third-party vendors or partners.
  - 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.
  - Financial Loss: From theft, fines, or downtime.
  - Reputational Damage: Loss of customer trust and brand value.
  - Legal Consequences: Violations of data protection laws like GDPR or CCPA.
  - Operational Disruption: Interruptions in service or production.
- Primary - D Operational (including capacity/ delivery/ resources/ health & safety) Secondary - A Financial, H Reputational

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



Testing Recovery after a ransomware attack.

Purchase software that detects Data Loss

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

phishing email, a significant improvement on the 30% who did in the last Quarter. Workload associated with the LGR workstreams provides an additional capacity burden that will need careful consideration to balance the need to service this agenda with that of preparing for the successor authority.

**CR 045 - Introduction of Renters Rights Act will generate additional workload, through implementation requirements and actions of landlords prior to legislation taking effect**

Updated: May-2026

Risk Name:

| Corporate Objective | 1. Description of Risk or potential event<br>2. Cause of risk<br>3. Consequence of risk happening<br>4. Risk category<br>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 |   |              |
|                     | Introduction of Renters' Rights Act 2025 will generate additional workload, through implementation requirements and actions of landlords prior to legislation taking effect | 4 x 3 = 12          | Regular officer meetings in place to discuss implementation requirements | 4 x 3 = 12          | Action plan developed and delivered | 2 x 2 = 4           | Significant progress has been made by the project team on delivery of the | Emily Capps  |

introduction of new legislation, impacting a number of service areas across the Council

The Council will not fully meet its statutory obligations leading to a risk of challenge

Primary - Operational (including capacity/ delivery/ resources/ health & safety), Secondary - Governance



tranche one of the introduction of the requirements of the legislation. The required policy has been completed and is on the next committee agenda for adoption. The background processes are developed ready for the 1st May enactment date.

KEY

*Impact*

| Corporate Risk |  |  |  |   |  |
|----------------|--|--|--|---|--|
| Impact Type    | Catastrophic   | Critical   | Moderate   | Marginal  | Negligible   |
| Objectives     | <b>5</b><br>The key objectives in the Corporate Plan will not be achieved. | <b>4</b><br>One or more Key Objectives in the Corporate Plan will not be achieved. | <b>3</b><br>Significant impact on the success of the Corporate Plan. | <b>2</b><br>Some impact on more than one Service. | <b>1</b><br>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                   |
|----------|------------|-------------|--------------------------|
| <b>5</b> | Very High  | Over 90%    | Within six months        |
| <b>4</b> | High       | 60 - 90%    | Within a year            |
| <b>3</b> | Moderate   | 40 - 60%    | Within 1 to 2 years      |
| <b>2</b> | Low        | 10 - 40%    | Probably within 15 years |
| <b>1</b> | 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