Overview

The number of corporate risks which have been assessed as Red has remained at two.

CR 015 Medium Term Financial Plan remains red with the residual risk score unchanged at 16. The outturn showed an underspend position of £354k and a balanced budget is set for the 2026/27 financial year. The outturn underspend has been put into a reserve to manger new burdens costs. There remains uncertainty looking forward over 27/28 budget position due to awaiting service costs from external providers and the Local Government Reorganisation (LGR) position.

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 it 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. A Decarbonisation Board meets regularly to oversee the implementation of the Net Zero Strategy and Action Plan.

Risks added to the register

As agreed at the last Governance, Risk and Audit Committee a new risk has been added to the register **CR 046 Review of Local Plan.**

Risks with increased residual scores

Three corporate risks have increased in score as detailed below.

CR 026 Impact of Economic fluctuations on the North Norfolk economy, this has names from a risk score of 6 to a score of 8 moving it from a green rated risk to amber. The likelihood has changed from a 3 (moderate) to 4 (high).

CR 041 Local Government Reorganisation, threat to organisational capacity, this risk score has increased from 8 to 12 due to an increase in the impact score from 2 (marginal) to 3 (moderate). This remains an amber risk.

CR 043 Introduction of Domestic Food Waste Collection, the risk score has increased from 9 to 12 due to an increase in the likelihood score from 3 (moderate) to 4 (high). This reflects the progress to date and the passage of time since the last quarter report. This remains an amber risk.

Risks with reduced residual risk scores

CR 042 Coastwise - delivery within Government financial timeframes, this risk score has reduced from 12 to 9 due to a reduction in the impact score from 4 (critical) to 3 (moderate). This remains an amber risk.

Recommendations

Corporate risks to be removed from the register

There are no risks which are recommended to be removed from the register in this quarter.

Corporate risks recommended for addition to the register

There are no risks which are recommended to be added to the register in this quarter.

Risk Matrix

5					
4			CR 008 CR 028	CR 015 CR 044	CR 034
3			CR 001 CR 002 CR 013 CR 025 CR 037 CR 039 CR 042	CR 041 CR 043 CR 045	
2	CR 035	CR 009 CR 029 CR 038	CR 024	CR 010 CR 026	
1					
Impact **Likelihood**	**1**	**2**	**3**	**4**	**5**

Risk Name: **CR 001 Deteriorating/ underused property assets** **Updated:** June-2026

Corporate Objective	1. Description of Risk or potential event 2. Cause of risk 3. Consequence of risk happening 4. Risk category 5. Risk appetite	Inherent risk score Likelihood x Impact	Existing Controls	Residual Risk Score Likelihood x Impact	Action (to achieve target score)	Target Score Likelihood x Impact	Progress update	Lead Officer
Council: Opportunity: 3 Increasing the rates of occupation on all council's commercial properties	Deteriorating/ underused property assets. Lack of funding to repair and maintain assets and increased maintenance costs. Loss of revenue / legal liability/ not achieving value for money /reputational risk/ capital commitment. Primary - A Financial, Secondary - H Reputational	4 x 3 = 12	Business cases for commercialisation of assets to deliver future income and efficiencies. Adequate budget provision both from revenue and capital to support R&M works and capital investment. Asset Condition Surveys. Compliance policies in place and up to date. Compliance works undertaken in a timely fashion. Adequate staff or appropriately qualified external contractor support	3 x 3 = 9 ⟶	Production, approval and implementation of the Asset Management Plan	2 x 2 = 4	Work is being progress with use of external resources. We have also had potential suitable interest in a longstanding surveyor vacancy post. Appointment of this post will help to improve this risk likelihood score.	Daniel King

Risk Name: **CR 002 Flooding, erosion and loss of assets and delivery of services** **Updated:** August-2026

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	Ongoing preparation of urgent Overstrand coastal risk management asset works. Ongoing recruitment to Coastal Engineer and Assistant Coastal Engineer roles. Initiated updated coastal risk management asset programmed investment plan. Ongoing delivery of Coastwise and preparation for new funding via Coastal Adaptation Pilot.	Rob Goodliffe

Forward adverse weather guidance.

Risk Name: **CR 008 Loss of Information** **Updated:** June-2026

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	Disaster Recovery Audit due to take place in July/August. Existing audit recommendations are in the process of being implemented. A new AI policy has been released, staff have received training on acceptable use of AI in the workplace to ensure no sensitive data is at risk relating to use of AI.	Daniel King

Risk Name: **CR 009 Poor Procurement**

Updated: June-2026

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	Inadequate procurements Procurement policies and procedures not followed or not fit for purpose. Poor Procurement - poor value for money, poor strategic and operational outcomes, legal challenge, loss of public confidence, lack of transparency Primary – A Financial, Secondary – H Reputational	4 x 3 = 12	Procurement Strategy. Procurement Framework. Joint procurement protocol and opportunities for joint/ shared procurement with other authorities. Advice for external suppliers. Procurement responsibility assigned. Publish updated and complete contracts register.	2 x 2 = 4 ⟶	Implement new Procurement Act 2023 – implementation date 24 February 2025. Ensure compliant and effective procurement service	2 x 2 = 4	Internal Audit completed on procurement was given reasonable assurance. We are currently managing the increased demand on procurement through use of external end to end providers of procurement services. We are assessing the current and known upcoming works to ensure that service delivery is maintained in procurement. So far this has been working very well, but it will be closely monitored.	Daniel King

Risk Name: **CR 10 Housing Delivery not meeting targets** **Updated:** July-2026

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. 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	5 x 4 = 20	Housing Strategy. Support and assist affordable housing providers. Use of capital. Local Plan. Development Management.	4 x 2 = 8 ⟶	Work to produce a new Local Plan. Delivery of the Planning Service Improvement Plan. Work with partners on Nutrient Neutrality matters.	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 forecast to fall because of persistent under delivery over the previous three-year period	David Glason

			Responded to NPPF consultation. Annual Local Plan monitoring report Annual estimate of increase council tax receipts				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:** July-2026

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. 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	3 x 4 = 12	Corporate Planning / Service Planning. 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.	3 x 3 = 9 →	Review of strategic level response guidance, training and exercises.- review due to be completed spring 2025	3 x 2 = 6	Working with emergency planners from all local authorities in Norfolk to align emergency plans prior to Local Government Reform. Business Impact Analysis refresh for all teams ongoing prior to update of Business Continuity Plans.	Alison Sayer

			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:** June-2026

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.	4 x 5 = 20	Reporting - New legislation and consultation.	4 x 4 = 16		3 x 3 = 9	Outturn for 2025/26 showed a net underspend of £354k. There is a balanced budget set for 2026/27 with the next budget monitoring due at P4 - where we will forecast the 2026/27 position based on latest available information. There is still some uncertainty over the 27/28 budget position where updated estimates from external service providers will need to be obtained,	Daniel King
	Forecast funding reductions and shift to local financing from business rates, council tax and hew homes bonus.		Policy Work.	→				
	Funding gaps in the medium to long term.		Lobbying Central Government.					
	Primary – A Financial, Secondary - D Operational (including capacity/ delivery/ resources/ health & safety).		Medium Term Financial Strategy.					
			Corporate Planning / Service Planning.					
			Budget Process / Budget Monitoring.					
			Monitoring impact of the business rates retention.					

Corporate Objective	Description / Cause / Consequence / Category / Appetite	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
			Annual review of the Council's reserves.				alongside any budget impact from LGR. The outturn position created a new specific reserve for New Burdens, alongside the existing LGR reserve.	
			Timely agreement of the annual Localised Council Tax Support Scheme.					
			Balanced budget agreed.					
			Growth forecasting models.					
			Business cases for commercialisation of assets to deliver future income and efficiencies.					
			Annual review of fees and charges.					
			Monitoring of savings and additional income.					

Risk Name: **CR 024 People Resources** **Updated:** June-2026

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: 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	Work is ongoing to launch the Strategy across the organisation. Some elements of the Workforce Development and People Strategy have begun as standalone projects. An updated Agile Working Policy will go live on 1 July 2026.	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:** July-2026

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	The Council has a number of contracts for service delivery. Failure of a contractor Increased costs and operational disruption. Primary – D Operational (including capacity/ delivery/ resources/ health & safety), Secondary – H Reputational	4 x 4 = 16	Procurement Strategy. Procurement Framework. Joint procurement protocol and opportunities for joint/shared procurement with other authorities. Advice for external suppliers. Procurement Officer post established.	3 x 3 = 9 ⟶		2 x 2 = 4	No Change from last update. 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	Steve Hems

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 existing waste collection contractor.

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

Updated: August-2026

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
Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	Inability of the local economy to adapt to the fluctuations. Fluctuations in the Local, National and Global economies. 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	3 x 2 = 6	HS 003 - Monitor the need for temporary accommodation and ensure suitable provision. Medium Term Financial Strategy. Corporate Planning / Service Planning.	4 x 2 = 8 ⟶		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	Robert Young

	impact on council investments resulting in reduced income. 4. Primary – C Credit and counterparty, Secondary - D Operational (including capacity/ delivery/ resources/ health & safety)		Treasury Management Strategy. Fund Management advice from Arling close. 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.				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 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:** June-2026

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	Lack of governance, inadequate implementation and enforcement of governance. Ignorance or non-observance of the Council's agreed governance protocols	3 x 4 = 12	Corporate Planning / Service Planning. Clear robust corporate governance framework.	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. Ensuring there are sufficient staff for S151 Officer and Monitoring Officer	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. The	Cara Jordan

	Poor or illegal decision making Primary – F Environmental and Social, Secondary - H Reputational		Monitoring Officer actions to ensure governance risk is minimised. Section 151 Officer actions to ensure governance risk is minimised. Constitution/Standing Orders/Scheme of Delegations. Committee report templates. Member/ Officer Protocol. Operation of Overview and Scrutiny Committee. Annual Governance Statement supported by assurance framework. Operation of Standards Committee. Annual Monitoring Officer Report. Head of Internal Audit assurance. Audit programme. Operation of Constitution Working Party. Annual Assurance Statements. Annual Audit Report.		Recruitment of new Director for Resources and S151 Officer		increased work for the statutory officers, connected to LGR/ LGR workstreams is having a clear impact on time and resource.	

Risk Name: **CR 034 Not achieving the Net Zero 2030 target** **Updated:** August-2026

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	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.	5 x 4 = 20 ⟶	Additional investment in renewable generation and or other offsetting initiatives. Introduce climate impact assessment tool.	3 x 4 = 12	Accurate monitoring of the carbon footprint continues and the team is effectively resourced. Impending developments, acquisitions and new activities (e.g. food waste collection) will impact upon the ability to reach the 2030 target. The Net	Robert Young

	Not achieving net zero by 2030. Impact on the reputation of the Council. Financial impact - needing to offset emissions. Primary – E Strategic, Secondary – F Environmental and Social and H Reputational		Continual monitoring of the delivery of the NZSAP as a major project through the project board. Quarterly monitoring delivery through the Performance Management Framework. Opportunities to offset from general operations and developments. 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.		Embed staff climate emergency group.		Zero Strategy and Action Plan has been revised and the Decarbonisation Board is overseeing its 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. Further decarbonisation initiatives are planned and others being investigated, where possible utilising external funds, therefore significant budget remains, although staff resources in the teams involved in delivering decarbonisation activity are stretched.	

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

Updated: June-2026

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.	0 x 0 = 0	Work through process to get local plan adopted.	2 x 2 = 4		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.	→			The new North Norfolk Local Plan was adopted in December 2025 with an immediate Review now being initiated. Change in national legislation requires the new Local Plan to be completed within 30 months. In addition, a recruitment drive is underway to replace the experienced Planning Policy Manager and add a Senior Planner to meet the challenging timetable.	
	Failure to deliver corporate objectives for all themes.		Member Training.					
	Primary – D Operational (including capacity/ delivery/ resources/ health & safety), Secondary – E Strategic and H Reputational		Following the departure of the Planning Policy Manager transitional arrangements have been put in place (Spring 2024)					
			Responded to the Planning Inspectors letter.				.	

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

Updated: June-2026

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
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.	3 x 4 = 12	Case decision making process.	3 x 3 = 9	Require resource within the relevant departments to carry out routine visits regarding health and safety and food	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	Cara Jordan

Corporate Objective	Description of Risk	Inherent risk score	Existing Controls	Residual Risk Score	Action (to achieve target score)	Target Score	Progress update	Lead Officer
					hygiene so as to have a preventative impact and potentially reduce the need for prosecution at an early stage.		generated and anticipated from LGR	
	Requirement to take costly action in financial and other resource terms 2. 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		Apply two stage evidential and public interest tests 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:** July-2026

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

Developing our communities - Promote Health, Wellbeing and Independence for all - Working with partners to promote healthy lifestyles and address the health inequalities faced by our communities.	This is a complex project, with a large number of stakeholders and contractors involved Timeline for building the facility is tight. Completion to draw down funding has to be before the end of March 2026. If the project cannot be delivered on time this could lead to reduced funding being drawn down and not all outcomes being achieved. Primary - A Financial, Secondary - D Operational (including capacity/ delivery/ resources/ health & safety) and H - Reputational	5 x 5 = 25	Project Management processes Liaison with the Ministry of Housing and Local Government (MHCLG) 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.	2 x 2 = 4 →		2 x 2 = 4	Work progresses on site and although there is likelihood for a delay to the completion of the pool element of the work this remains significantly within the funding deadline set by Government which was extended to March 2028.	Steve Hems

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

Updated: July-2026

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 - 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	Further negotiations continue with the covenant holder. Procurement for the works is in progress.	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: August-2026

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: Strong and responsible - Effective and Efficient	Capacity issues generated by Devolution and Local Government Reorganisation (LGR) Whether there is sufficient capacity to address the work that will be involved in preparing for LGR including the necessary governance, the structures and finance alongside other emerging issues e.g. the implementation of a separate food waste collection by March 2026. Work will not be able to be progressed with sufficient speed to meet the tight timescales and may impact on the delivery of other work. Primary: D Operational (including capacity/ delivery/ resources/ health & safety) Secondary: E Strategic G	4 x 3 = 12	Work is being done collaboratively across the seven district councils, easing the burden on individual councils. Consultants appointed to deliver options based on common evidence base. Member briefings and regular committee reports Agreement to increase project management support to other projects such as the introduction of food waste. Performance Management Framework compliance.	4 x 3 = 12 ⟶	Continuation of joint working with other districts. 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 discussions with Government are taking place to establish a Foundation Strategic Authority to cover the period up until the May 2028 Mayoral election. This issue is now likely to be given renewed priority following Andy Burnham's appointment as Prime Minister given his strong belief in regional mayoralties and devolved arrangements for driving regional growth. 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. A strong programme governance	Steve Blatch

framework has been agreed with voluntary joint committees being established for the three new unitary councils providing political oversight of implementation arrangements being progressed by chief officers across all eight existing authorities and a series of workstreams set up to take forward this major change programme over the period to the new authorities being established in April 2028.

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

Updated: August-2026

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: 1 Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses	Inability to deliver well considered coastal transition activities within the limited timeframe offered by Government funding windows 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 Primary – Financial, Secondaries – Strategic, Environmental and Social, Reputational, Projects	4 x 4 = 16	Ongoing and timely discussions and updates with the Environment Agency Ongoing monitoring of financial forecast and programme Ongoing reporting to Environment Agency and DEFRA Utilisation of Local Adaptation Fund Reprofiling of forecast spend where necessary and possible	3 x 3 = 9 ↓	Approaching Government to extend programme timelines	3 x 3 = 9	Ongoing delivery. Recruitment underway for Team Leader role and Project Enabler. Cabinet report submitted for future Coastal Adaptation Pilot Funding and RFCC report to seek contribution required.	Rob Goodliffe

Risk Name: **CR 043 - Introduction of Domestic Food Waste Collection** **Updated:** July-2026

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	4 x 3 = 12	Working closely with contractors to address issues around depo capacity	1 x 1 = 1	The Council has engaged consultant to model the food waste collections service in order to provide a benchmark for further negotiations with Serco. The rsults of this work are expected shortly.	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		Work with Serco on the required depot facilities continues and progress is being made in this respect although the lack of costings to date is hampering the decision making.	
	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:** July-2026

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: 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).	4 x 4 = 16	Monitoring (SOC)	2 x 3 = 6	There has been no change from previous months. The IT Manager is still balancing the Cyber Security Officer role with managing the Service and LGR. Cyber awareness training and simulations are pushed out monthly and all the other technical controls (patching, virus software, scanning software, logging & monitoring) are still in place but there has been no additional controls.	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.		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).			
	• 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.				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							

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

Updated: July-2026

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
	Introduction of Renters' Rights Act 2025 will generate additional workload, through implementation requirements and actions of landlords prior to legislation taking effect 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	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	The Renters' Rights Act policies, procedures and associated workstreams were successfully implemented from 1 May 2026, ensuring the Council is compliant with the new legislative requirements and operational changes. The corporate project has now closed successfully, and the project group's work has subsequently been subject to an external audit, which provided positive assurance and identified only one minor recommendation for further improvement. The Renters' Rights Act policies, procedures and associated workstreams were successfully implemented from 1 May 2026, ensuring the Council is compliant with the new legislative requirements and operational changes. The corporate project has now closed successfully, and the project group's work has subsequently been subject to an external audit, which provided positive assurance and identified only one minor recommendation for further improvement.	Emily Capps

Risk Name: **CR046 - Review of Local Plan** **Updated:** August-2026

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	30 months to deliver a new Local Plan for the District from 31 October 2026	4 x 3 = 12	The council has an experienced team of professional officers who have developed the previous Local Plan. Having recently seen the Planning Policy Manager leave NNDC, we have successfully recruited a new Manager and Senior Planning Policy Officers.	4 x 3 = 12		2 x 2 = 4	Agreement has been obtained to recruit into vacancies within the team and to further increase the staffing cohort. Appointments are expected shortly.	David Glason
	Having adopted a new Local Plan in December 2026, NNDC have been asked by the Government for it to be immediately reviewed		The timetable and steps are clearly identified					
	Condensing what was previously an 8 year plan making process into a 30 month timeframe. If the plan is not adopted in time, there is a risk of speculative development on sites that have not been agreed by the Local Planning Authority.		Resources required to meet timescales are currently being reviewed. Will continue to be reviewed, but the key professional planning staff was the main 'risk' which is now resolved.					
	Primary – Operational (including professional capacity, strategic delivery of development & infrastructure and reputational)							

KEY

Impact

Corporate Risk					
Impact Type	**Catastrophic** **5**	**Critical** **4**	**Moderate** **3**	**Marginal** **2**	**Negligible** **1**
Objectives	The key objectives in the Corporate Plan will not be achieved.	One or more Key Objectives in the Corporate Plan will not be achieved.	Significant impact on the success of the Corporate Plan.	Some impact on more than one Service.	Insignificant impact on more than one Service.
Financial Impact (Loss)	Over £1.5m	£500K - £1.5m	£300K - £500K	£20K - £300K	£0-20K

Likelihood ratings and dimensions

Grade	Likelihood	Probability	Timing
5	Very High	Over 90%	Within six months
4	High	60 - 90%	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