

## **CORPORATE RISK REGISTER: SEPTEMBER 2019 UPDATE**

**Summary:** The Corporate Risk Register (CRR) monitors and tracks the Council's most significant risks. This Report provides Members with an update in relation to the Corporate Risk Register.

**Conclusions:** The changes made to the register will help to improve the monitoring and ownership of the corporate risk register and the actions contained therein.

**Recommendations:** Members are asked to note CRR.

Cabinet Member(s)	Ward(s) affected
All	All

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**Summary Register**

<b>Risk</b>	<b>Ref.</b>	<b>Current Score</b>	<b>Target Score</b>	<b>Direction of Travel</b>		<b>Risk Owner</b>
Coastal Erosion - (the effects of)	002(CR)	20	12	↔	☹	Rob Goodliffe - Coastal Management Team Leader
Medium Term Financial Plan	015(CR)	15	12	↔	☹	Duncan Ellis - Head of Finance & Assets
Recruitment (inability)	024(CR)	15	9	↔	☹	Sally Morgan – Human Resources Manager
Corporate project risks	NEW	See below	See below	NEW	NEW	Management Team – Corporate project risks feed in from individual project registers (high impact issues only)
Digital Transformation Programme	003(CR)	12	8	↔	☹	Nick Baker – Corporate Director & Head of Paid Service
Information - (loss of)	008(CR)	12	8	↔	☹	Sean Kelly - Head of Business Transformation & IT
Procurement - (lack of value for money)	009(CR)	9	3	↔	☹	Duncan Ellis - Head of Finance and Assets
Property assets (the condition of)/ Asset Management	001(CR)	9	9	↔	☹	Duncan Ellis - Head of Finance and Assets
Housing Delivery	010(CR)	6	6	↔	☹	Nicky Debbage & Graham Connolly – Joint Strategic Housing Team Leader Rob Young – Head of Community & Economic Development (interim)

Risk	Ref.	Current Score	Target Score	Direction of Travel		Risk Owner
Operational disruption - (significant event)	013(CR)	6	6	↔	☹️	Alison Sayer - Resilience Manager, Steve Hems - Head of Environmental Health

Direction of travel shows change from assessment in Q1 2019/20 to Q2 2019/20.

**KEY**

<b>Impact Type</b>	<b>Catastrophic - 5</b>	<b>Critical - 4</b>	<b>Moderate - 3</b>	<b>Marginal - 2</b>	<b>Negligible - 1</b>
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	£0K - £300K	£0-20K
<b>Likelihood</b>	<b>Very High - 5</b>	<b>High - 4</b>	<b>Moderate - 3</b>	<b>Low - 2</b>	<b>Very Low - 1</b>
Probability	Over 90%	60 - 90%	40 - 60%	10 - 40%	below 10%
Timing	Within six months	Within a year	Within 1 to 2 years	Probably within 15 years	Probably over 15 years

<b>Risk</b> <b>1. Cause of risk</b> <b>2. Description of Risk or potential event</b> <b>3. Consequence of risk happening</b>	<b>Existing Controls</b> <b>Controls that have been implemented since the last review are show in green</b>	<b>Score (with controls)</b> <b>Impact x Likelihood = Total</b>	<b>Action (to achieve target score) and progress to date</b>	<b>Action Due date</b>	<b>Target score</b> <b>Impact x Likelihood = Total</b>	<b>Risk owner</b>
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<p><b>Medium Term Financial Plan - 015(CR)</b></p> <p>1. Forecast funding reductions and shift to local financing from business rates, council tax and new homes bonus. The business rates retention system has shifted the risk of business rates fluctuations to the local level, meaning that Local Authority funding will be impacted directly from decline in business and also planned reductions to the revenue support grant and reliance on New Homes Bonus funding (top sliced from 2017/18) influenced by delivery of new homes and reductions in long term empty properties. Changes to the business rates retention scheme, now to 75% local retention in 2020/21.</p> <p>2. Failure to produce a balanced budget position and funded future projections in the medium term.</p> <p>3. The Corporate Plan may not be delivered to the identified timescales. The level of service currently provided could be at risk, unplanned use of reserves which is unsustainable in the longer term. Higher level of savings and additional income requirement in future years.</p>	Policy work	5x3=15	Growth forecasting developed for housing and business rates to inform forecasts and budget.	LH	Sept 18 (complete)	4x3=12	Duncan Ellis - Head of Finance & Assets		
	Lobbying Central Government								
	Medium Term Financial Strategy (MTFS)			Early update of the Financial Strategy to inform the 19/20 budget process completed and reported to Members in October. Member training sessions all now delivered.	DE			Oct 18 (complete)	
	Corporate Planning / Service Planning								
	Budget Process / Budget Monitoring			Changes to the NHB scheme from 2017/18 now taken account of and built in to the 2018/19 budget and future projections. Now updated as a result of Provisional Settlement figures.	DE			Oct 18 (complete)	
	Regular monitoring system of the impact of the business rates retention and the localised council tax support system								
	Utilisation of the New Homes Bonus grant within the base budget for 2018/19 onwards			Action proposed to improve long term empty property numbers through enforcement.	SH			June 18 (complete)	
	Annual review of the Council's reserves			Business cases for commercialisation to deliver future income and efficiencies.	DE			Ongoing	
Reporting - New legislation and consultation		Waste procurement and pay spine review now included in 2019/10 budget forecasts.	DE	Feb 2019 (complete)					
Timely agreement of the annual Localised Council Tax Support Scheme		New leisure contract now re-let, commences April 2019. Savings used to help finance rebuilding of the leisure facilities in Sheringham.	DE	Feb 2019 (complete)					
Project Management Plans									
Balanced 2019/20 budget agreed 27 March 2019			The position regarding recycling income from the joint venture arrangements with Norse is currently being monitored closely as income from paper	DE/ SH	Ongoing				

			<p>cycling is declining rapidly following China's new approach to the materials it accepts for recycling from 1 March 2018.</p> <p>Currently experiencing resourcing/capacity issues with the external audit review being undertaken by Ernst &amp; Young in relation to the 2018/19 accounts which will mean a delay to the sign off of the accounts.</p> <p>A preliminary hearing date of the 4 November 2019 has been set to start to consider the High Court challenge which has been launched by 14 NHS Trusts. Officers will continue to monitor the position and provide updates as the case progresses. It is incredibly difficult at the present stage to try and assess the financial impact this would have on the Council due to the countywide business rate pooling arrangements. The pool does contain a £1m 'volatility fund' and the Council also has the Business rates Reserve which holds a further £2.4m to help mitigate against any financial impact should the case be won by the NHS. Further details can be found within the following article accessed <a href="#">here</a>.</p>	DE/ LH	Ongoing		
				DE/ LH	Ongoing		

			Continuing to monitor the position in relation to 75% business rates retention. Pilot application for 2019/20 successful.	LH	Aug 18 (complete)		
			Initial response submitted in relation to the Fair Funding review on 12 March 2018 plus second phase on 21 Feb 2019. Continuing to engage with debate and consultation process.	LH	March 18 (complete)		
			Informal feedback has been provided to Ministry of Housing Communities and Local Government (MHCLG) in relation Fair Funding etc ahead of a formal consultation process.	DE	Dec 18 (complete)		
			Additional income (£96k) received as part of the 19/20 Provisional Settlement in relation to Rural Services Delivery grant.	DE	Feb 19 (complete)		
			Balanced 2019/20 budget agreed 27 March 2019.	DE	Feb 19 (complete)		
			Brexit – developments being monitored, small funding allowance from central gov (£17k) for 18/19 and 19/20. Also considered where it might impact on individual projects ie construction costs	DE	Ongoing		
			The Spending Review 2019 will be announced on Wednesday 4 September and a briefing on the impact will be provided following this. Further details <a href="#">here</a> .	DE/ LH	Ongoing		



<p><b>Coastal Erosion and flooding - (the effects of) - 002(CR)</b></p> <p>1. Lack of Government funding to maintain coast defences and / or to support local coastal adaption needs.</p> <p>2. Coastal erosion and blight of coastal settlements through loss of public and private infrastructure and assets and impact of flooding. The Council has devoted significant resources to pursuing sustainable answers to coastal management issues. There is a considerable Health and Safety context here which serves to increase the reputational risk for the Council at the same time.</p> <p>3. Ongoing coastal erosion through loss of defences presents a reputational risk in the eyes of local communities and direct loss of Council owned assets / infrastructure which are fundamental to the district's tourism offer and therefore the economic well-being of the district. Loss of confidence in respect of business investment/residential property market; blight of properties in erosion zone; direct loss of tourism assets and infrastructure ie proms, chalets, toilets etc; loss of tourism income / employment.</p>	<p>The Pathfinder Project</p> <p>Shoreline Management Plan (SMP)</p> <p>Repairs &amp; Maintenance Programme</p> <p>Procurement practices</p> <p>Health &amp; Safety checking and monitoring</p> <p>DEFRA funding of capital schemes</p> <p>Coast monitoring</p> <p>Control of coastal management schemes through procurement and regular checking</p> <p>Coastal Partnership East</p> <p>Sandscaping agreement procured and contract signed off</p> <p>10 year capital programme</p>	<p>5x4=20</p>	<p>Cromer Sea Defence Works – On Track - Phase 1 completed. Phase 2 to be developed once coastal system has settled.</p> <p>£0.5m capital contribution agreed by Full Council on 16/11/16 to support the joint Bacton and Walcott coastal management scheme. Scheme now funded with a project completion date by end of 2020 which will provide significant defence to Bacton Gas Terminal and local coastal communities. Tender process now complete and contractor appointed. <b>The scheme is progressing well and more information can be found <a href="#">here</a>.</b></p> <p>The Council has highlighted the importance of coastal defence funding in the consultation response to the Fair Funding review and will continue to do so.</p> <p>Mundesley Coastal Management Scheme received technical approval.</p> <p>Ongoing discussions with Environment Agency and Defra regarding coastal adaptation funding.</p>	<p>RG</p> <p>RG</p> <p>LH</p> <p>RG /TP</p> <p>RG</p>	<p>Dec 17 (phase 1 complete)</p> <p>Dec 20 (not yet due)</p> <p>Feb 19 (complete)</p> <p>March 2021</p> <p>Ongoing</p>	<p>4x3=12</p>	<p>Rob Goodliffe - Coastal Manager (North) &amp; Bill Parker – Head of Coastal Partnership East</p>
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<p><b>Digital Transformation Board Monitoring Programme 003(CR)</b></p> <p>1. In order to achieve savings of c£350,000 revenue savings and at the same time improve Customer transactional services, DTP was commenced in January 2014. It has delivered a year early than planned more than £50,000 over and above what was originally planned. As a result, the DTP has now been increased for a further three years from April 2018 with a view to saving a further £216k pa.</p> <p>2. The programme has been built on a foundation of IT infrastructure changes which have allowed service BPR and subsequent efficiency and financial improvements.</p> <p>3. The main risks to the programme are that the individual work streams can't be delivered as anticipated and that there might be insufficient capacity internally to deliver the IT and service changes required. In addition, there is the scope for some reluctance from staff and customers to adopt new methods of working. Further risk is the potential inability for the Council to recruit technical competent IT staff. In the event of any of these risk becoming a reality then the anticipated savings may not be delivered.</p>	<p>Digital Transformation Board monitoring projects progress</p> <p>Communications plan around the programme to ensure buy-in</p> <p>New IT, Customer Services and Communication strategies approved during 2017/18</p> <p>Protection against data loss and/or system hacking required under PSN compliance regime to which the Council is fully compliant</p> <p>Ensuring that HR policies reflect the need to recruit differently in difficult to recruit subject areas</p> <p>Staff development processes in order to maintain technical competence</p> <p>DTP progress reports are provided to Cabinet and O&amp;S on a six monthly basis to enable Member oversight</p>	<p>4x3=12</p>	<p>Phase one is almost complete with many of the key technology enablers either in place or commissioned and in the implementation phase. Both service based and cross cutting service change initiatives are in progress to take advantage of the technology commissioned.</p> <p>The Major service BPR in Planning is being implemented and the BPR of the Environmental Health Service is progressing well.</p> <p>Phase 2 of the DT programme was agreed as part of the 2018/19 budget process through allocation of a capital budget of £0.94m which is anticipated to generate net annual ongoing savings of c£0.216m once fully implemented.</p>	<p>SK</p> <p>SK</p> <p>SK</p>	<p>December 19 (not yet due)</p> <p>Sept 19 (not yet due)</p> <p>March 21 (not yet due)</p>	<p>2x4=8</p>	<p>Nick Baker – Corporate Director &amp; Head of Paid Service</p>
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<p><b>Recruitment (inability) – 024(CR)</b></p> <p>1. Difficulty recruiting into key posts, particularly in Planning Services, Finance, IT, Assets and Revs and Bens. Reasons for this are partly down to the geographical remoteness of North Norfolk from the rest of the country and also down to a significant pay gap from some professional areas between private and public sector and between different localities within this sector.</p> <p>2. Not able to recruit skills and knowledge to deliver plans – corporate plan, business transformation, planning performance and delivery etc. Increased stress levels on existing staff, Increased workload in HR of repeated recruitment exercises.</p>	<p>Pay Policy has been updated to reflect Golden Hello's' and retention payments</p> <p>Relocation Policy</p> <p>Employee Referral Scheme</p> <p>Market Pay Review report</p> <p>Apprenticeship programme</p>	<p>3x5=15</p>	<p>Successful recruitment into key posts within Finance and Assets and Planning, IT and Revs and Bens during 2017.</p> <p>Market Pay Review report considered and agreed by Cabinet and Full Council in December 2017 in relation to increasing the pay bands by one spinal point accepted.</p> <p>Following the Market Pay Report the work identified to be undertaken in relation to posts more than 10% adrift of the benchmarking has been completed in respect of Revenues &amp; Benefits.</p> <p>Rolling advert in place for Planning. Successful recruitment of new Head of Planning.</p> <p>Success in IT recruitment through the use of graduate apprentices.</p> <p>The Council has a long history of 'growing our own' particularly in Planning and Environmental Health where employees are supported through their professional qualifications.</p>	<p>DE/SK</p> <p>SM</p> <p>SM</p> <p>SM</p> <p>SK</p> <p>SM</p>	<p>Dec 17 (complete)</p> <p>Dec 17 (complete)</p> <p>Dec 18 (complete)</p> <p>Aug 18 (complete)</p> <p>Aug 18 (complete)</p> <p>Ongoing</p>	<p>3x3=9</p>	<p>Sally Morgan – Human Resources Manager</p>

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			<p>Apprenticeships are being used to attract new talent to the Council and to develop this talent in other service areas.</p> <p>Market pay reviews are usually undertaken annually, with the next review due in April 2020.</p>	<p>JH</p> <p>SM</p>	<p>Ongoing</p> <p>April 2020 (not yet due)</p>		
<p><b>Property assets - (the condition of) - 001(CR)</b></p> <p>1. A lack of investment and sound decision-making.</p> <p>2. Deteriorating property assets may lead to a loss of revenue and possible legal liability and increased maintenance costs.</p> <p>3. The Council does not achieve value for money from its investment and/or possible legal liabilities either directly or through its leasing arrangements.</p> <p>4. Reduced potential for asset commercialisation opportunities if assets are not properly maintained.</p> <p>5. Reputation risk to Council of poorly maintained assets from residents and visitors alike. This scenario is detrimental to the local tourism economy as well as</p>	<p>Production and approval of the Asset Management Plan</p> <p>Adequate budget provision both from revenue and capital to support repair and maintenance (R&amp;M) works and capital investment improvements</p> <p>Asset condition surveys</p> <p>Compliance policies in place and up to date</p> <p>Compliance works undertaken in a timely fashion</p> <p>Adequate staff or appropriately qualified external contractor support</p> <p>Procure a Strategic Development Partner to provide further capacity and to help achieve asset commercialization agenda</p> <p>Production of business cases to support asset development</p>	<p>3x3=9</p>	<p>Controlled risk.</p> <p>The updated Asset Management Plan (AMP) was considered by Cabinet and approved by Full Council in March 2018. A £2m (now £1m) Property Investment Fund has been allocated to help support the AMP as part of the 2018/19 budget process.</p> <p>Detailed revenue and capital budget monitoring procedures in place to track and monitor spend.</p> <p>Rolling asset condition surveys continue to be undertaken to ensure that the R&amp;M schedules remain up to date.</p> <p>Various policies are in place to help manage property risks and risk assessment inspections and review works continue to be developed and improved.</p>	<p>RG</p> <p>DE</p> <p>RG</p> <p>RG /RT</p>	<p>March 18 (complete)</p> <p>Ongoing (complete – embedded into budget monitoring procedures) Dec 19 (procurement complete, assets now to be surveyed)</p> <p>March 18 (complete)</p>	<p>3x3=9</p>	<p>Duncan Ellis – Head of Finance &amp; Assets</p>

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<p>damaging to local communities contributing to a lack of community pride and possible increase in vandalism. The capital tied up in assets cannot be released to support wider Council initiatives and income streams are not maximised.</p>	<p>improvements and commercialisation</p>		<p>Regular routine inspections take place on all of the Council's car parks for example to review, monitor and help manage a number of risks and these visits are logged on Concerto to help provide an audit trail. Work is underway to procure a new contract to support electrical call outs and a further process will be undertaken to help support reactive maintenance requirements, both of which should be in place during 2018. Procurement now complete and contracts awarded.</p> <p>Following a tender process Gleeds Property &amp; Construction Consultants were successfully awarded the contract for our Strategic Asset Development Partner.</p> <p>The Council has completed tenant negotiations for Grove Lane in Holt, improvement works complete.</p> <p>The Council has successfully recruited a new surveyor who has been in post since April 2018.</p>	<p>DE</p> <p>RG</p> <p>RG</p>	<p>Aug 17 (complete)</p> <p>May 19 (complete)</p> <p>April 18 (complete)</p>		

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			A number of new concessions have been identified for the 2018/19 financial year.  £600k programme of public convenience works agreed plus £1.1m works to Cromer pier.	RG  RT	April 18 (complete)  March 20 (ongoing)		
<b>Procurement - (lack of value for money) - 009(CR)</b>  1. The current financial climate, recent resourcing issues causing an absence of a focus for this work, together with a reduction in the available accountancy resources going forward increase the risk of a lack of continuous improvement in this area.  2. Failure to adopt new procurement practices and delivery of efficient and timely procurement processes could mean that the Council will not achieve value for money procuring the goods and services it uses.  3. The Council may not achieve value for money, financial/procedural inefficiencies possible challenge to contracting procedures.	Procurement Strategy  Procurement Framework  Joint procurement protocol and opportunities for joint/shared procurement with other authorities where possible  Advice for external suppliers  Procurement Officer post established	3x3=9	Regular procurement refresh and review of procedures. Procurement Strategy due to be updated during 2019 along with a review of the Contract Standing Orders.  New Procurement Officer post appointed in September 2017.  E-procurement in place and being managed by the new Procurement Officer.  Procurement audit completed March 2018, Reasonable Assurance.  Leisure contract procurement – contract agreed by Full Council in December 2018, handover complete, new contract with new supplier commenced from April 2019.  Splash re-build procurement.	DB  DE  DB  DE  RY  NB	Dec 19 (not yet due)  Sept 17 (complete)  Sept 17 (complete)  March 18 (complete)  Dec 18 (contract let - complete)  Dec 20 (not yet due)	3x1=3	Duncan Ellis – Head of Finance & Assets

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			Waste procurement - joint waste procurement underway.	SH	April 20 (not yet due)		



<p><b>Information - (loss of) - 008(CR)</b></p> <p>1. With our increasing dependence on IT systems to undertake normal business, the risk of information or data loss or external hacking of the Council's systems, also increases. With the increased use of mobile technology, the risk for information loss also increases.</p> <p>2. There exists an inherent potential for the loss of organisational information at any security level. There is a joint responsibility between the IT service, the Council service and individuals for ensuring electronic data and information remains secure.</p> <p>3. Information may be inappropriately used or accessed. Fraud or data corruption may occur. Systems may suffer damage. The Council's reputation may be harmed and the Council may suffer financial penalties for claims in respect of loss data.</p> <p>4. New General Data Protection Regulations (GDPR) are being introduced from 25 May 2018. Covers data protection and privacy for individuals and aims primarily to give citizens and residents control over their personal data.</p>	<p>IT Strategy 2017/2021 (currently being updated by the Head of Business Transformation and IT)</p> <p>IT Security Policies</p> <p>Implementation of data security protocols</p> <p>IT Monitoring</p> <p>Data Protection training</p> <p>PSN Code of Connection compliance</p> <p>Regular audits of IT security arrangements</p> <p>Regular 3<sup>rd</sup> party data protection and integrity testing</p> <p>Information security and data protection training – Implemented</p> <p>Information Risk Policy and Role Description</p> <p>GDPR guidance notes issued by legal</p> <p>GDPR email/ mailing list software</p> <p>GDPR e-learning staff training</p>	<p>4x3=12</p>	<p>Info on information security and data protection to be shared with staff through intranet. Mitigated by the implementation of the e-learning system which has some InfoSec content. All posts with a requirement for increased awareness identified and learning plan implemented.</p> <p>Senior Information Risk Officer (SIRO), FOI and Data Protection Reports - Good outcome from Audit. New Information Risk Policy was drafted in January 2018 along with a role description to support the SIRO position. The Risk Management report completed in February 2018 also received a substantial assurance.</p> <p>First local authority to receive full GCSX compliance for web access to e-mail.</p> <p>Staff have completed GDPR training.</p> <p>Review/update IT Security Policy, GDPR info register.</p> <p>Information Asset Owners (IAO) identified and Article 30 spreadsheets complete.</p> <p>Training for IAO's now complete.</p>	<p>SK/ED</p> <p>NB</p> <p>SK</p> <p>SM</p> <p>SK</p> <p>NB</p> <p>NB</p>	<p>Dec 18 (complete)</p> <p>March 18 (complete)</p> <p>March 18 (complete)</p> <p>Dec 18 (complete)</p> <p>March 19 (complete)</p> <p>March 19 (complete)</p> <p>May 19 (complete)</p>	<p>4x2=8</p>	<p>Sean Kelly - Head of Business Transformation &amp; IT</p>
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<p><b>Housing Delivery - 010(CR)</b></p> <p>1. A combination of lack of developer confidence because of recession / weak financial markets and pressure on public finances meaning reduced availability of grant funding for affordable housing provision.</p> <p>2. Inability to secure planning permission for provision of affordable housing.</p> <p>3. A challenge over the Council's ability to deliver sufficient affordable homes</p> <p>4. Loss of longstanding temporary accommodation in the district</p> <p>5. Short term accommodation cannot be provided which will increase use of Bed and Breakfasts and inability to complete a statutory function</p>	<p>Use of capital</p> <p>Partnership work with Registered Providers</p> <p>Local Investment Plan</p> <p>Local Development Framework (LDF) policies</p> <p>Internal planning protocol</p> <p>Increased Focus</p> <p>Housing Strategy discussion document (2010)</p> <p>Enhance Housing Association delivery</p>	<p>3 x 2 = 6</p>	<p>All controls are implemented and risk is currently under control, to be reviewed every six months.</p> <p>To re-draft Housing Delivery Strategy to address Identify alternative sources.</p> <p>Housing Association – commission flats through risk partners.</p> <p>Cabinet report in December 2016 for immediate provision of a capital bid for a longer term provision as part of budget.</p> <p>Consideration of alternative solutions to help address point 5 is ongoing, supported by acquisition of a property in Holt.</p> <p>Community Housing Fund allocation of £2.4m announced in December 2016.</p> <p>£2m allocated within 2019/20 budget to establish a Property Company with a housing focus</p> <p>Continuing to monitor position in respect of Brexit and how this might potentially impact on the ability to deliver and acquire homes as a home owner</p> <p>Monitoring of homelessness spend.</p>	<p></p> <p>SB</p> <p>Tbc</p> <p>ND / GC</p> <p>ND / GC</p> <p>ND / GC</p> <p>ND / GC</p> <p>RG</p> <p>LG</p>	<p></p> <p>Dec 19 (not yet due)</p> <p>TBC</p> <p>Dec 16 (complete)</p> <p>Dec 18 (complete)</p> <p>March 21 (ongoing)</p> <p>March 21 (ongoing)</p> <p>March 20 (ongoing)</p> <p>Ongoing</p>	<p>3 x 2 = 6</p>	<p>Nicky Debbage &amp; Graham Connolly - Joint Housing Team Leader - Strategy</p> <p>Rob Young – Head of Economic &amp; Community Development (interim)</p>
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<p><b>Operational disruption - (significant event) - 013(CR)</b></p> <p>1. Both the National, Local and Community Risk Registers have more information regarding the risk of specific events occurring.</p> <p>2. Any Internal or external event that has a significant impact on the ability of the Council to deliver services.</p> <p>3. a) Loss of staff for 'usual' service delivery  b) Loss of premises  c) Loss of key partners/suppliers  d) Loss of infrastructure services</p> <p>A reduction in the ability of the Council to deliver services, possibly at a time of increased demand from the community.</p>	<p>Emergency Response &amp; Recovery Planning</p> <p>Business Continuity Planning</p> <p>Corporate Business Continuity key role training</p> <p>Critical Services Business Continuity Plans completed</p> <p>Adverse Weather Guidance created and issued, Jan 2019</p>	<p>3x2=6</p>	<p>All controls are implemented and risk is currently under control, <b>continual review.</b></p> <p>Good Council response during bad weather Feb/March 2018. Cromer building managed by skeleton staff with c70 members of staff maintaining Council services remotely.</p> <p>Concerns regarding the financial strength of Kier Street Services Ltd. Contingency plan in place. Members updated. Further announcement re additional £40m of debt, interim results due out 20 March at which point more will be known.</p> <p>Flood Alert and Flood Warning triggers at Bacton to Ostend including Walcott reviewed by the Environment Agency re significant northerly-aspect winds. New levels agreed at the Senior Flood Warden meeting 20 March.</p> <p>Review work and impact assessment currently underway following the loss of the servers in June 2019.</p>	<p>AS</p> <p>SH</p> <p>AS</p> <p>SK /AS</p>	<p>Dec 18 (complete)</p> <p>March 19 (ongoing)</p> <p>March 19 (complete)</p> <p>September 19 (not yet due)</p>	<p>3x2=6</p>	<p>Alison Sayer - Resilience Manager,</p> <p>Steve Hems - Head of Environmental Health</p>
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<p><b>Corporate projects – NEW(CR)</b></p> <p><i>New section to be developed to ensure that high level corporate risks and identified and flow through to the Corporate Risk Register from the various boards in a timely fashion.</i></p>	<p><i>These will be specific and relate to the individual projects but will include such things as committee reports, budget monitoring, oversight Boards etc</i></p>		<p><i>These will be specific and relate to the project in question.</i></p>				
<p><b>Sheringham Leisure Centre</b></p>	<p>Business plan signed off by Full Council Capital budget approved Sport England Funding application submitted</p>	<p>5 x 3 = 15</p>	<p><b>Key issues;</b></p> <p>Budget increase required following completion of build contractor procurement. Report due to be considered by Full Council on 24 July 2019.</p> <p>Budget increase subsequently agreed by Full Council on 24 July 2019.</p>	<p>RY/ DE</p>	<p>July 19 (not yet due)</p>	<p>4 x 2 = 8</p>	<p>NB</p>
<p><b>Corporate Project Resources</b></p> <p>1. The Council currently has 2 Project Managers internally. Need to consider capacity and resources available to adequately support internal projects</p> <p>2. Ensure projects are aligned to the Council's new emerging Corporate Plan</p>	<p>Project management framework and governance arrangements Project management staff Use of external contractors Project management plans</p>	<p>5 x 3 = 15</p>	<p>Discussion paper presented to Corporate Leadership Team (CLT) covering proposed project governance improvements.</p> <p>Development of project 'sieve' to help objectively assess and score corporate projects against the core themes within the new Corporate Plan.</p> <p>Internal audit review of project governance completed July 2019. <b>Final report recommendations to be presented to the GRAC meeting on 10 September 2019.</b></p>	<p>ED  ED  ED</p>	<p>June 2019 (complete)  September 2019 (ongoing)  July 2019 (complete)</p>	<p>  4 x 2 = 8</p>	<p>  NB</p>

## **Risk owners**

Alison Sayer (Resilience Manager)  
Bill Parker (Head of Coastal Partnership East)  
Debra Beccles (Procurement Officer)  
Duncan Ellis (Head of Finance & Assets)  
Emma Duncan (Head of Legal)  
Janella Hadlow (HR Business Partner)  
Lucy Hume (Chief Technical Accountant)  
Lisa Grice (Housing Options Manager)  
Nick Baker (Corporate Director & Head of Paid Service)  
Nicky Debbage (Joint Strategic Housing Team Leader)  
Renata Garfoot (Estates & Asset Strategy Manager)  
Rob Goodliffe (Coastal Management Team Leader)  
Rob Young (Head of Economic & Community Development)  
Russell Tanner (Assets & Property Programme Manager)  
Sally Morgan (Human Resources Manager)  
Sean Kelly (Head of Business Transformation & IT)  
Steve Blatch (Corporate Director & Head of Paid Service)