

Corporate Risk Register November 2019

Summary Register

Risk	Ref.	Current Score	Target Score	Direction of Travel		Risk Owner
Coastal Erosion - (the effects of)	002(CR)	12	12	↓	😊	Rob Goodliffe - Coastal Management Team Leader
Recruitment (inability)	024(CR)	12	9	↓	😊	Sally Morgan – Human Resources Manager
Digital Transformation Programme	003(CR)	12	8	↔	😐	Nick Baker – Corporate Director & Head of Paid Service
Medium Term Financial Plan	015(CR)	12	12	↓	😊	Duncan Ellis - Head of Finance & Assets
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)
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 Q2 2019/20 to Q3 2019/20.

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KEY

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	£0K - £300K	£0-20K
Likelihood	Very High - 5	High - 4	Moderate - 3	Low - 2	Very Low - 1
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

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<p>Medium Term Financial Plan - 015(CR)</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	4x3=12	New leisure contract now operating (April 2019). Savings used to help finance rebuilding of the leisure facilities in Sheringham.	DE	Feb 2019 (complete)	4x3=12	Duncan Ellis - Head of Finance & Assets	
	Lobbying Central Government							
	Medium Term Financial Strategy (MTFS)			Balanced 2019/20 budget agreed 27 Feb 2019.	DE			Feb 2019 (complete)
	Corporate Planning / Service Planning			Waste procurement results to be included as part of the 2020/21 budget setting process once known.	DE			Feb 2020
	Budget Process / Budget Monitoring			Business case template to be produced to help standardise assessment and reporting procedures. To be linked in to the Project Management Framework.	DE			March 2020
	Regular monitoring system of the impact of the business rates retention and the localised council tax support system			Currently experiencing resourcing/capacity issues with the external audit review being undertaken by Ernst & Young in relation to the 2018/19 accounts which will mean a delay to the sign off of the accounts.	DE/LH			Ongoing
Utilisation of the New Homes Bonus grant within the base budget for 2018/19 onwards		NHS appeal heard re business rates (4 Nov 2019) decision deferred for 3 months, announcement expected Feb 2020. Current financial impact estimates (if case is lost) are around £6m for the county as a whole, with potentially around £1.2m of this to be borne by NNDC. However, the pool contains a £1m 'volatility fund' and the Council also has the Business Rates Reserve which	DE/LH	Ongoing				
Annual review of the Council's reserves								
Reporting - New legislation and consultation								
Timely agreement of the annual Localised Council Tax Support Scheme								
Project Management Plans								
Balanced 2019/20 budget agreed 27 March 2019								

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			<p>holds a further £2.4m to help mitigate against impact. Norfolk leaders have also provisionally allocated funds to the Business Rates Pool fund projects, but not authorised any expenditure from the 2018/19 round until further updates on the court case are available, providing a further £5m contingency which, together with the Volatility fund, should mitigate most of the costs if the case is lost.</p> <p>Medium Term Financial Strategy (MTFS) updated. Key changes within Settlement, mainly around business rates, New Homes bonus and the Rural Service Delivery grant, will see c.£2.5m of additional resources to help support next year's budget. Subject to final agreement in December/January so there is still risk around these figures. Still currently projecting a deficit from 2021/22 onwards but due to the funding changes announced the budget gap has reduced to around £1m although this estimate will not be finalised until the 2020/21 budget is set in February 2020.</p> <p>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/contract costs.</p>	DE	Complete (Dec 2019)		
				DE	Ongoing		

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<p>Coastal Erosion and flooding - (the effects of) - 002(CR)</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 & Maintenance Programme</p> <p>Procurement practices</p> <p>Health & 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>4x3=12</p>	<p>Bacton and Walcott coastal management scheme (Sandscaping) is now largely complete. Monitoring of the impact and success of the scheme to continue over the coming years. The scheme is progressing well and more information can be found here.</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>LH</p> <p>RG /TP</p> <p>RG</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) & Bill Parker – Head of Coastal Partnership East</p>
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<p>Digital Transformation Board Monitoring Programme 003(CR)</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&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. The key to this work needs to be refocussed on 'putting our customers at the heart of everything we do'. This will undoubtedly still lead to further efficiencies and potential cashable savings but the direction of travel should be to improve our services for our customers first and foremost because that's the right thing to do. It will also mean that staff can spend longer prioritising 'added value activities' rather than getting bogged down with inefficient paper based processes. At the present time the future savings have been removed from the budget until we have a clear delivery plan.</p>	<p>SK</p> <p>SK</p> <p>SK</p>	<p>December 19 (not yet due)</p> <p>March 20 (not yet due)</p> <p>March 21 (not yet due)</p>	<p>2x4=8</p>	<p>Nick Baker – Corporate Director & Head of Paid Service</p>
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<p>Recruitment (inability) – 024(CR)</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>4x3=12</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>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>'People Strategy' currently under development to consider the recommendations contained within the recent Investors in People assessment.</p>	<p>SM</p> <p>JH</p> <p>SM</p> <p>SM</p>	<p>Ongoing</p> <p>Ongoing</p> <p>April 2020 (not yet due)</p> <p>April 2020 (not yet due)</p>	<p>3x3=9</p>	<p>Sally Morgan – Human Resources Manager</p>

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<p>Property assets - (the condition of) - 001(CR)</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 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>Production and approval of the Asset Management Plan</p> <p>Adequate budget provision both from revenue and capital to support repair and maintenance (R&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 improvements and commercialisation</p>	<p>3x3=9</p>	<p>Controlled risk.</p> <p>Rolling asset condition surveys continue to be undertaken to ensure that the R&M schedules remain up to date and new contract let.</p> <p>The Council has completed tenant negotiations for Grove Lane in Holt, improvement works complete.</p> <p>£600k programme of public convenience works agreed plus £1.1m works to Cromer pier.</p> <p>Asset Management Plan (AMP) to be updated to reflect new Corporate Plan</p>	<p>RG</p> <p>RG</p> <p>RT</p> <p>RG</p>	<p>Dec 19 (complete)</p> <p>May 19 (complete)</p> <p>March 20 (ongoing)</p> <p>Dec 20 (not yet due)</p>	<p>3x3=9</p>	<p>Duncan Ellis – Head of Finance & Assets</p>

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<p>Procurement - (lack of value for money) - 009(CR)</p> <p>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.</p> <p>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.</p> <p>3. The Council may not achieve value for money, financial/procedural inefficiencies possible challenge to contracting procedures.</p>	<p>Procurement Strategy</p> <p>Procurement Framework</p> <p>Joint procurement protocol and opportunities for joint/shared procurement with other authorities where possible</p> <p>Advice for external suppliers</p> <p>Procurement Officer post established</p>	<p>3x3=9</p>	<p>Regular procurement refresh and review of procedures. Procurement Strategy due to be updated during 2019. Review of Contract Standing Orders complete.</p> <p>Splash re-build procurement completed. Scheme progressing, regular project updates to O&S.</p> <p>Waste procurement - joint waste procurement underway. Two bids received, final assessment currently underway, contract award expected to be made by Cabinet on 6 December 2019.</p>	<p>DB</p> <p>RY</p> <p>SH</p>	<p>Dec 19 (not yet due)</p> <p>Dec 19 (complete)</p> <p>April 20 (not yet due)</p>	<p>3x1=3</p>	<p>Duncan Ellis – Head of Finance & Assets</p>

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<p>Information - (loss of) - 008(CR)</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 3rd 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>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>SM</p> <p>SK</p> <p>NB</p> <p>NB</p>	<p>Dec 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 & IT</p>
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<p>Housing Delivery - 010(CR)</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>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. Homelessness & Rough Sleeping Strategy 2019/24 to go to committee in December</p>	<p>SB</p> <p>Tbc</p> <p>ND / GC</p> <p>ND / GC</p> <p>ND / GC</p> <p>RG</p> <p>LG</p>	<p>Dec 19 (not yet due)</p> <p>TBC</p> <p>March 20 (ongoing)</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 & Graham Connolly - Joint Housing Team Leader - Strategy</p> <p>Rob Young – Head of Economic & Community Development (interim)</p>

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<p>Operational disruption - (significant event) - 013(CR)</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 & 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, continual review.</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. New waste contract with new supplier due to commence from April 2020.</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. Update report presented to Full Council in September.</p>	<p>AS</p> <p>SH</p> <p>AS</p> <p>SK /AS</p>	<p>Dec 18 (complete)</p> <p>March 20 (ongoing)</p> <p>March 19 (complete)</p> <p>September 19 (complete)</p>	<p>3x2=6</p>	<p>Alison Sayer - Resilience Manager,</p> <p>Steve Hems - Head of Environmental Health</p>

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Risk	Ref.	Current Score	Target Score	Direction of Travel		Risk Owner
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)
Splash re-provision		12	12	↓	😊	Rob Young – Head of Community & Economic Development
Corporate Projects Resource	NEW	12	8	↔	😐	Emma Duncan - Head of Legal
Cromer Tennis Hub		12	6	↔	😐	Emma Duncan - Head of Legal

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<p>Corporate projects – NEW(CR)</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>Sheringham Leisure Centre</p>	<p>Business plan signed off by Full Council Capital budget approved Sport England Funding application submitted</p>	<p>4 x 3 = 12</p>	<p>Key issues;</p> <p>Budget increase subsequently agreed by Full Council on 24 July 2019.</p> <p>Unexpected gas main identified on site to be re-routed. Current estimated cost c£15k to initially be covered by contingency (£200k construction, £75k client) while investigating potential claims.</p> <p>Regular updates being provided to O&S.</p> <p>£1m Sport England grant approved Nov 2019.</p> <p>Audit currently reviewing scheme with a view to making process improvements</p>	<p>RY/ DE</p>	<p>July 19 (not yet due)</p>	<p>4 x 3 = 12</p>	<p>NB</p>
<p>Corporate Project Resources</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>Project management framework and governance arrangements Project management staff Use of external contractors Project management plans</p>	<p>4 x 3 = 12</p>	<p>Discussion paper presented to Corporate Leadership Team (CLT) covering proposed project governance improvements.</p>	<p>ED</p>	<p>June 2019 (complete)</p>	<p>4 x 2 = 8</p>	<p>NB</p>

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2. Ensure projects are aligned to the Council's new emerging Corporate Plan			Development of project 'sieve' to help objectively assess and score corporate projects against the core themes within the new Corporate Plan.	ED	September 2019 (ongoing)		
			Internal audit review of project governance completed July 2019. Final report recommendations presented to the GRAC meeting on 10 September 2019.	ED	July 2019 (complete)		
Cromer tennis hub	Scheme no longer progressing and works ceased.	3 x 4 = 12	Work ongoing by legal to cancel all outstanding contracts	ED	Ongoing	2 x 3 = 6	

Note: The Corporate Projects section of the register it is not meant to reflect full coverage of all risks for every project, just where an element of a project might need highlighting at a strategic level within the CRR. The lower level risks will be covered within the individual risk registers for these schemes.

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)