

Risk	Ref	Score if no action	Current Score	Target Score	Direction of Travel		Risk Owner
FINANCIAL (INCLUDING CREDIT & COUNTERPARTY) <i>Financial: related to the financial position and investment of the Council's assets and cash flow, market volatility, currency etc.</i> <i>Credit and Counterparty: related to investments, loans to institutions and individuals and counterparties in business transactions.</i>		20	15	12	↓	😊	Strategic Leadership Team (SLT)/Operational Management Team (OMT)
OPERATIONAL <i>Related to operational exposures within its organisation, its counterparties, partners and commercial interests.</i>		16	16	12	↔	😐	Strategic Leadership Team (SLT)/Operational Management Team (OMT)
MACROECONOMIC <i>Related to the growth or decline of the local economy, interest rates, inflation and to a lesser degree, the wider national and global economy amongst others.</i>		16	16	12	↔	😐	Strategic Leadership Team (SLT)/Operational Management Team (OMT)
STRATEGIC <i>Related key initiatives undertaken by the Council such as significant purchases, new ventures, commercial interests and other areas of organisational change deemed necessary to help the Council meet its goals.</i>		12	12	9	↔	😐	Strategic Leadership Team (SLT)
ENVIRONMENTAL AND SOCIAL <i>Related to the environmental and social impact of the Council's strategy and interest.</i>		15	15	12	↔	😐	Strategic Leadership Team (SLT)
GOVERNANCE <i>Related to ensuring that prudence and careful consideration sit at the heart of the Council's decision-making, augmented by quality independent advice and appropriate checks and balances that balance oversight and efficiency.</i>		16	12	9	↓	😊	Strategic Leadership Team (SLT)
REPUTATION <i>Related to the Council's dealings and interests, and the impact of adverse outcomes on the Council's reputation and public perception.</i>		12	12	8	↔	😐	Strategic Leadership Team (SLT)
CORPORATE PROJECT RELATED RISKS <i>Related to individual corporate project risk.</i>		See detail		See detail	See detail	See detail	Strategic Leadership Team (SLT)

Direction of travel shows change from last assessment.

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	This year		Next year	Probably within 15 years	Probably over 15 years

Corporate Risk Register

Last updated:

01/09/20

Description/effect of impact	Risk score if no action impact x likelihood = total	Existing controls and/or mitigation	Actions being taken to manage risk and progress to date - current score	Action owner and due date	Target score impact x likelihood = total	Risk owner	Direction of travel	RAG
<p>FINANCIAL (INCLUDING CREDIT & COUNTERPARTY) <i>Financial: related to the financial position and investment of the Council's assets and cash flow, market volatility, currency etc.</i> <i>Credit and Counterparty: related to investments, loans to institutions and individuals and counterparties in business transactions.</i></p> <p>Risk - that the Council's expenditure in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.</p> <p>Effect - the Chief Finance Officer has to issue a Section 114 report to Full Council to report an unbalanced budget</p>	4 x 5 = 20		3 x 5 = 15		4 x 3 = 12	SLT/OMT	↓	Amber

<p>Forecast funding reductions and shift to local financing from business rates, council tax and new homes bonus - reduced funding to fund current service levels and produce a balanced budget.</p> <p>Use of reserves is not sustainable strategy to bridge income/expenditure funding gaps in the medium to long term.</p>		<p>Policy work Lobbying Central Government Medium Term Financial Strategy (MTFS) Corporate Planning / Service Planning Budget Process / Budget Monitoring Regular monitoring system of the impact of the business rates retention and the localised council tax support system 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</p>	<p>Balanced 2020/21 budget agreed 26 Feb 2020. Budget surplus of £2.4m transferred to the Delivery Plan Reserve to support delivery of new Corporate Plan</p> <p>Committee report to Cabinet and O&S covering the financial impact of COVID-19 presented to committee May 2020</p> <p>Committee report to Cabinet and O&S covering the financial impact of COVID-19 presented to committee Aug 2020, revised 2020/21 budget deficit revised down to c£400k. Additional grant funding expected from central government to support income lost from fees and charges.</p>	<p>LC/JEC - Feb 2020 (complete)</p> <p>DE (May 2020) (complete)</p> <p>DE - August 2020</p>				
<p>OPERATIONAL <i>Related to operational exposures within its organisation, its counterparties, partners and commercial interests</i></p> <p>Risk - operational issues prevent or hinder the achievement of the Council's aims.</p> <p>Effect - the Council does not achieve its operational or strategic aims.</p>	4 x 4 = 16		4 x 4 = 16	OMT/SLT	4 x 3 = 12	SLT/OMT	↔	Amber
Emergency event								

Any Internal or external event that has a significant impact on the ability of the Council to deliver services		Corporate/service planning Budget process/budget monitoring Project management framework Council policies and procedures Employment policies Emergency Response & Recovery Planning Business Continuity Planning Corporate Business Continuity key role training Critical Services Business Continuity Plans completed Adverse Weather Guidance created and issued, Jan 2019	Ongoing consideration of COVID-19 implications, GOLD/SILVER reporting structures in place, further supported by external partners. Recognised that this is an exceptional global event, monitoring and updating of staff and Members ongoing. Interim organisational debrief.	AS (31 Dec 2020)				
People Resources								
Failure and retain to recruit adequately trained and experienced staff- negative impact on corporate plan, business transformation, planning performance and delivery etc.		Corporate/service planning Pay Policy has been updated to reflect Golden Hello's' and retention payments Relocation Policy Employee Referral Scheme Market Pay Review report Apprenticeship programme Appraisal process Service Plans	'People Strategy' currently under development to consider the recommendations contained within the Investors in People assessment/Capability Review.	JC (31 Dec 2020)				
Contracts								
Poor Procurement - poor value for money, poor strategic and operational outcomes, legal challenge, loss of public confidence, lack of transparency		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	Procurement Strategy due to be updated during 2020. Current issues being experienced in relation to contracts due the COVID-19 outbreak and being managed in line with the contractual arrangements currently in place	DB (Dec 2020) RY/GOLD				
Contract failure - increased costs and operational disruption								
Channel shift								

<p>Failure of digital transformation strategy - increasing costs, reducing customer satisfaction, lack of efficiency, not making best use of technological advances</p>		<p>IT, Customer Services and Communication strategies</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>Review and update of IT strategy, Web Strategy and Customer Services Strategy.</p> <p>Digital Transformation Phase Two Project schedule to be reported to SLT</p>	<p>SK (Dec 2020)</p> <p>SK (Sept 2020)</p>				
Assets								
<p>Loss of information assets - reputational (hacking/theft), operational disruption, impact on customers</p>		<p>IT Strategy 2014/17</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</p> <p>Information Risk Policy and Role Description</p> <p>GDPR guidance notes issued by legal. Staff have completed GDPR training.</p> <p>Information Asset Owners (IAO) identified and Article 30 spreadsheets complete.</p>	<p>Review and update of IT strategy, Web Strategy and Customer Services Strategy.</p>	<p>SK (Dec 2020)</p>				

<p>Deteriorating/ underused property assets - loss of revenue / legal liability/ increased maintenance costs/ not achieving value for money/reputational risk/capital commitment</p>		<p>Production and approval of the Asset Management Plan Adequate budget provision both from revenue and capital to support repair and maintenance (R&M) works and capital investment improvements 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 Procure a Strategic Development Partner to provide further capacity and to help achieve asset commercialisation agenda Production of business cases to support asset development improvements and commercialisation</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. Asset Management Plan (AMP) to be updated to reflect new Corporate Plan</p>	<p>RT/RG (April 2020) RG (Dec 2020)</p>				
<p>MACROECONOMIC <i>related to the growth or decline of the local economy, interest rates, inflation and to a lesser degree, the wider national and global economy amongst others.</i></p> <p>Risk - national/global recession resulting in business failure and unemployment</p> <p>Effect - increased requirement for benefits, housing, council tax support, business advice and support</p>	<p>4x4 =16</p>		<p>4x4 =16</p>		<p>3x4=12</p>	<p>SLT/OMT</p>	<p>↔</p>	<p>Amber</p>

<p>Local Economic position- impact on NNDR, revenue streams, higher demand for services, business failure, increased unemployment and deprivation</p> <p>National Economic position - central government funding challenges</p> <p>Global Economic position - potential negative impact on council investments resulting in reduced income</p>		<p>Corporate /Service Planning MTFS Treasury Management Strategy Fund Management advice from Arlingclose Economic Growth Strategy and Action Plan Development of temporary accommodation portfolio</p>	<p>Business survey currently being undertaken Small Business Grant and Discretionary Grant schemes completed with payments in excess of £55m made to over 5,000 customers. Operation of the Council Tax Hardship Fund.</p>	<p>SQ (Sept 2020) TG/LC (Jan 2021)</p>				
<p>STRATEGIC <i>key initiatives undertaken by the Council such as significant purchases, new ventures, commercial interests and other areas of organisational change deemed necessary to help the Council meet its goals.</i></p> <p>Risk - Corporate Plan and Projects may not be delivered within agreed timescales or budget</p> <p>Effect - objectives not delivered, poor use of council financial resources</p>	<p>4x3=12</p>		<p>4x3=12</p>		<p>3x3=9</p>	<p>SLT</p>	<p>↔</p>	<p>Amber</p>

The Council's income/expenditure challenges may put at risk some of the work streams identified in the Corporate Plan.

Poor performance management leading to not knowing whether outcomes have been met.

Optimism bias in terms of timescales and or cost projections hampers or prevents project delivery.

Corporate Plan agreed by Council Feb 2020
 Service planning
 MTFS
 Budget process/budget monitoring
 Annual review of reserves
 Project management framework
 Performance Management Framework
 Local Plan

Initial review of Corporate Plan undertaken post Covid 19
 Updating and further developing Performance Management framework using InPhase
 Financial impact of Covid 19 reporting to Cabinet and O&S
 Emerging Local Plan
 Annual Governance Statement action plan 2019/20

SB (Sept 2020)
 SB (Sept 2020)
 DE (Aug 2020)
 PR (tbc)
 SLT (Dec 2020)

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ENVIRONMENTAL AND SOCIAL
related to the environmental and social impact of the Council's strategy and interests

Risk - Council fails to take into account changing environmental and social needs

Effect - strategic objectives don't reflect environmental and social issues

5x3=15

5x3=15

4x3=12

SLT

↔

Amber

Climate Change

Inability to adapt to climate change - increased coastal erosion and flooding.

Lack of Government funding - lack of ability to maintain coast defences and / or to support local coastal adaption needs.

The Pathfinder Project
 Shoreline Management Plan (SMP)
 Repairs & Maintenance Programme
 Procurement practices
 Health & Safety checking and monitoring
 DEFRA funding of capital schemes
 Coast monitoring
 Control of coastal management schemes through procurement and regular checking
 Coastal Partnership East
 Sandscaping agreement procured and contract signed off
 10 year capital programme
 Corporate/service planning

Climate change forum
 Climate change identified as a key priority in the corporate plan

SB

<p>Wider environmental objectives including projects from Delivery Plan and the 'Climate, Coast and Environment' theme.</p>			<p>There are 32 actions within the Delivery Plan which support the 'Climate, Coast and Environment' theme. As these are delivered they will impact on the risk mitigation score and help to reduce the Council's overall exposure to this area. Due to the number of projects these will be monitored through the InPhase performance management system and will not be reported individually here until schemes are complete.</p>	<p>SLT (initial review date for progress 31 March 2021)</p>				
<p>Non delivery of housing targets may lead to increasing homelessness, impact on NHB, vibrancy of local communities, impact on social infrastructure, loss of temporary accommodation in district, lack of social housing.</p>		<p>Use of capital Partnership work with Registered Providers Local Investment Plan Local Development Framework (LDF) policies Internal planning protocol Increased Focus Housing Strategy discussion document (2010) Enhance Housing Association delivery Purchase of temporary accommodation units Community Housing Fund £3m allocated within 2019/20 budget to establish a Property Company with a housing focus Homelessness & Rough Sleeping Strategy 2019/24</p>	<p>To re-draft Housing Delivery Strategy to address Identify alternative sources.</p>	<p>ND/GC (tbc)</p>				

<p>GOVERNANCE <i>related to ensuring that prudence and careful consideration sit at the heart of the Council's decision-making, augmented by quality independent advice and appropriate checks and balances that balance oversight and efficiency.</i> Risk - Council acts outside established procedures or unlawfully Effect - risk of litigation/reputational risk to Council/poor decision making</p>	<p>4x4=16</p>		<p>4x3=12</p>		<p>3x3=9</p>	<p>SLT</p>	<p>↓</p>	<p>Amber</p>
<p>Ignorance or non observance of the Council's agreed governance protocols - poor or illegal decision making</p>		<p>Corporate/service planning MO/S151 GRAC Constitution/Standing Orders/Scheme of Delegations Report templates Member Officer Protocol Overview and Scrutiny Committee Annual Governance Statement supported by assurance framework Standards Committee Monitoring Officer Report Head of Internal Audit assurance Audit Programme Constitution Working Party</p>	<p>Annual Governance Statement Assurance Statements Annual Audit Report</p>	<p>DE/ED (Sept 2020) SLT (June 2020) FH (June 2020)</p>				
<p>REPUTATION <i>related to the Council's dealings and interests, and the impact of adverse outcomes on the Council's reputation and public perception.</i> Risk - Council's reputation is adversely affected Effect- reduced public confidence</p>	<p>3x4=12</p>		<p>3x4=12</p>		<p>2x4=8</p>	<p>SLT</p>	<p>↔</p>	<p>Amber</p>

The Council is perceived as inefficient, unresponsive to local need, not transparent resulting in a poor reputation.

Communications Strategy 2016/19	Review of Communications Strategy	JF (Dec 2020)
Web Strategy 2011/15	Review of Web Strategy	SK (Dec 2020)
Customer Services Strategy	Review of Customer Services Strategy	SK (Dec 2020)
Governance Framework		

CORPORATE PROJECT RELATED RISKS

Related to individual corporate project risks

Sheringham Leisure Centre		Business plan signed off by Full Council						
Potential cost overrun issues if there is a resurgence of COVID and the works have to cease again	5x4=20	Capital budget approved Sport England Funding application submitted Regular updates to O&S	3x4=12	RY	3x3=9		↓	Amber

Risk owners

- AS - Alison Sayer (Resilience Manager)
- DB - Debra Beckles (Procurement Officer)
- DE - Duncan Ellis (Head of Finance & Assets)
- ED - Emma Duncan (Head of Legal)
- FH - Faye Haywood (Internal Audit Manager)
- GOLD - Gold Command
- JC - James Claxton (Interim Human Resources Manager)
- JEC - Jenny Carroll (Chief Group Accountant)
- JF - Joe Ferrari (Communications & PR Manager)
- KR - Karl Read (Leisure & Locality Service Manager)
- LH - Lucy Hume (Chief Technical Accountant)
- ND/GC - Nicky Debbage and Graham Chapman (Joint Strategic Housing Team Leader)
- OMT - Operational management Team
- PR - Phillip Rowson (Head of Planning)
- RG - Renata Garfoot (Estates & Asset Strategy Manager)
- RY - Rob Young (Head of Economic & Community Development)
- RT - Russell Tanner (Assets & Property Programme Manager)
- SB - Steve Blatch (Chief Executive)
- SK - Sean Kelly (Head of Business Transformation & IT)
- SLT - Strategic Leadership Team