

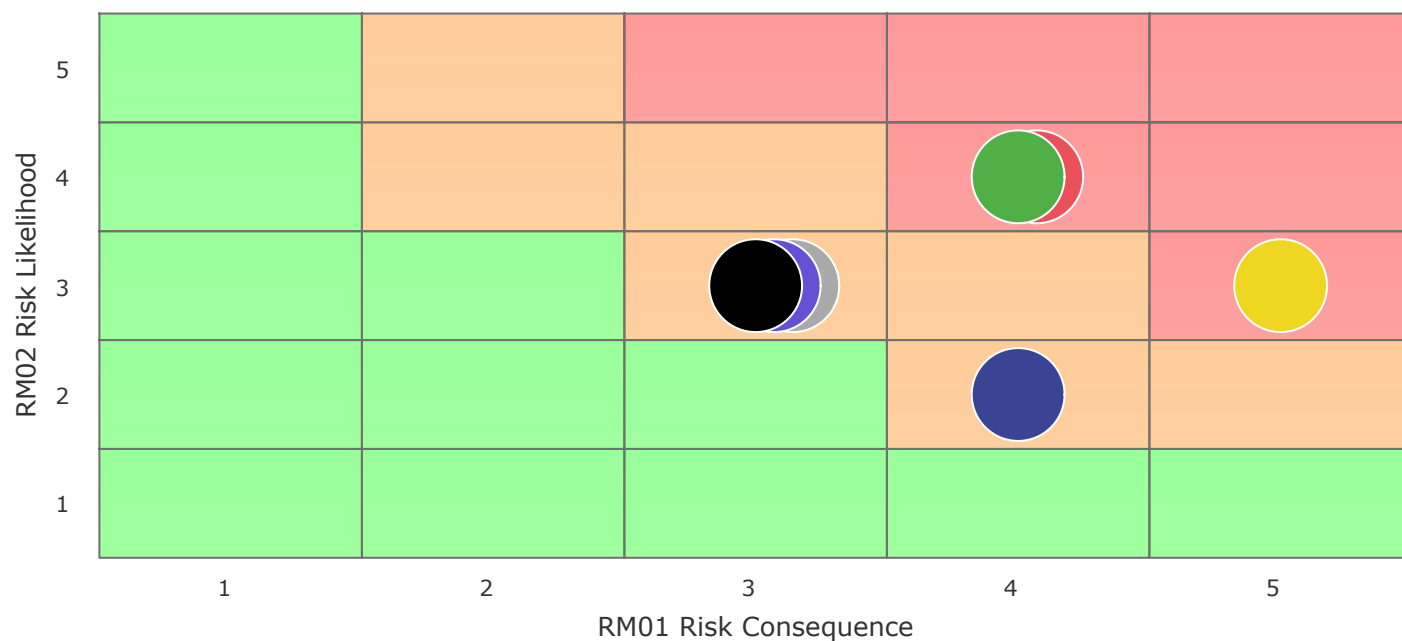
# Corporate Risk Register

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# Corporate Risk Register

## Strategic Risk Matrix



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- SR 003 Macroeconomic
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## **Corporate Risk Register (CRR) overview update for Governance, Risk & Audit Committee (GRAC) – March 2022**

The last update to the Risk Management Policy and Framework was approved by the Governance, Risk and Audit Committee (GRAC) in June 2020 and is next due an updated in June 2022.

The policy sets the framework for the Council's Corporate Risk Register (CRR) which monitors and tracks the Council's most significant risks. Responsibility for coordinating the CRR and the risk management framework currently rests with the Section 151 Officer (Director for Resources).

The Council's approach to risk, its risk appetite and risk tolerance has a significant part to play in terms of supporting both the Corporate Plan and the Medium Term Financial Strategy (MTFS). Without a robust risk management framework, the Council is at risk of failing to deliver its corporate objectives and meeting its financial targets required to ensure we have a sustainable financial position in the future.

The levels of risk which the Council is willing to accept will have a direct bearing on the types of projects that Members are willing to take forward to support the Council's Financial Sustainability Strategy (under development) in the future and how and where the Council will deliver increased income.

### **Issues to note**

Since the committee last considered the register the various risks have been reviewed and updated by service managers, Management Team and the Corporate Leadership Team. The following should be noted;

**Financial (SR001)** – The 2022/23 budget and Medium Term Financial Strategy (MTFS) went to pre-scrutiny in January and was recommended by Cabinet for approval on 31 January 2022. The final ratification and agreement of council tax levels will be made by Full Council on 23 February 2022. The Bank of England base rate was increased slightly from 0.25% to 0.5% on 2 February but this is not expected to have any significant effect on the Council's investment returns.

**Procurement (CR009)** – As with the previous updates construction procurement continues to bring challenges due to the combined impact of the ongoing COVID pandemic, Brexit and a number of global forest fires, all of which are impacting on material prices, with the industry currently experiencing significant price increases (in the region of 20%). The Council will need to continue to monitor this position and take this into account when putting together any budget estimates for repair and construction works over the coming months.

This is similarly affecting supply chains for areas of work such as Disabled

Facilities Grants (DFGs), where there is pressure on the available numbers of contractors to undertake works and also the supply, cost and availability of materials although in this instance the Council is trailing partnership working with Victory Housing to deliver the required works. Availability of contractors is also evident in terms of the Council's recent construction tenders and attracting suitable qualified and experienced contractors, within a reasonable budget envelope, remains challenging as the construction market is very buoyant at the current time.

**Operational (SR002)** - The Council continues to monitor progress against its Covid Recovery Plan, visitor numbers have decreased significantly over the winter period and following the Council's very successful management of visitors during an incredibly busy summer season, still managed to have some of the lowest infection rates nationally. Staffing levels are monitored on a daily basis in relation to the new Omicron infection and again rates are low compared to national averages, which absence of c8% compared to concerns nationally of absence levels of around 25%. The district continues to have the lowest rates in the county with approximately 1,000 cases in every 100,000 of population over a 7-day rolling average with the majority of new cases being school age based.

**Strategic (SR004)** – The Government's White Paper on the Levelling Up agenda was released on 2 February and included proposals regarding a 'County Deal' for Norfolk as one of nine key areas. Officers and Members will now need to consider how we can best meet this challenge and position ourselves well for the future, particularly given some of the challenges we face as a rural district. The Levelling Up agenda will be supported by the Shared Prosperity fund which is £2.6b nationally split over 3 years (£0.4b 2022/23, £0.7b 2023/24 and £1.5b 2024/25). Access to this funding will not be based on a competitive process but rather allocations will be made direct to authorities. The Council will be required to produce an Investment Strategy over the summer of 2022 detailing how the allocation (yes to be confirmed) will be spent, and this will need to be approved by central government.

**Environmental & Social (SR005)** – The Council has a new Environmental Charter in place and is currently in the process of approving a Net Zero Strategy and accompanying Action Plan to help identify how we will meet our aspiration of achieving net-zero carbon emissions by 2030. The draft strategy has now been considered by the Overview and Scrutiny Committee and Cabinet and is due to be considered and approved by Full Council on 23 February.

**Reputation (SR007)** – On 3 February the Chancellor announced the introduction of a new £150 'energy rebate' to help some households with the increasing cost of energy. This rebate will apply to all properties in council tax bands A to D (main residence only) and we are still awaiting further detail as to how the scheme will need to be administered. It is clear however that the expectation from central government is that the payments will be made to households by local authorities, and with around 41,000 eligible households this represents a further significant piece of work for the Revenues team as there will be a requirement to not only make all of these payments, ensuring we mitigate against fraud and error, but also we will need to collect bank details to enable payment information from around 10,000 of these customers who do not currently pay by direct debit. The Council is however now well use

to administering grant schemes so the technical process shouldn't provide us with too many challenges although the administration of the payments does represent a significant resource requirement for a number of teams across the council including Revenues, IT, Finance and Customer Services.



**Corporate Project Related risks (SR008)** – The new Reef leisure project has now officially undergone practical completion and the centre opened at the end of November 2021. The final contract payments are still however to be agreed and paid to the contract so the project is still currently live at the present time. Once this process is complete as part of the new project management framework the scheme will undergo a final review to identify any lessons learnt to help inform future project delivery.

The North Walsham Heritage Action Zone (HAZ) project continues to face difficulties in terms of procuring works and pressure on funding windows. The Council is however in the process of awarding a contract to undertake the work on the Cedars building and is progressing options regarding procurement of the street works package. Options are being considered with funders regarding spend profiles and grant drawdown.

### **Risk Appetite and Risk tolerance**

Risk appetite is often described as 'the amount of risk that an organisation is willing to seek or accept in the pursuit of its long term objectives'. Risk tolerance is the amount of risk an organisation could actually take, usually from a financial perspective, before services and objectives are significantly impacted. The two are linked, with most organisations having a risk appetite lower than their risk tolerance. At its meeting in June 2020 the GRAC set agreed to set the Council's risk appetite at 'moderate'.

The Council will be required to make some difficult decisions in the short to medium term to help ensure that we are able to balance the budget given the current funding restrictions and uncertain financial climate, particularly due to the ongoing COVID pandemic. This will undoubtedly involve looking to invest in new opportunities and to take a more commercial approach to our activities whilst also looking to drive social value.

The CRR has been updated as at 31 January 2022 and will be presented to the next meeting of GRAC scheduled for 8 March 2022. The current interest received from the Council's investments is in line with budget projections which forecast income of just over £1m by the end of the financial year with the 2022/23 budget forecast showing anticipated investment income of £1.1m

## Risk scoring key

### Corporate Risks

Each corporate risk (a similar matrix is used for service risks) will be assessed against the following criteria:

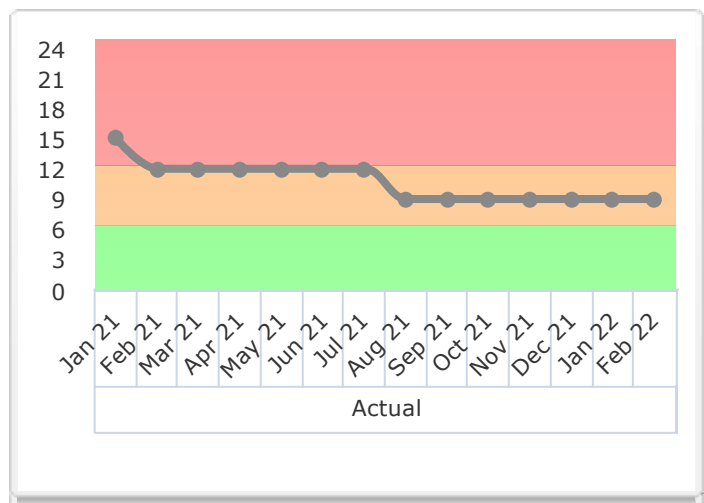
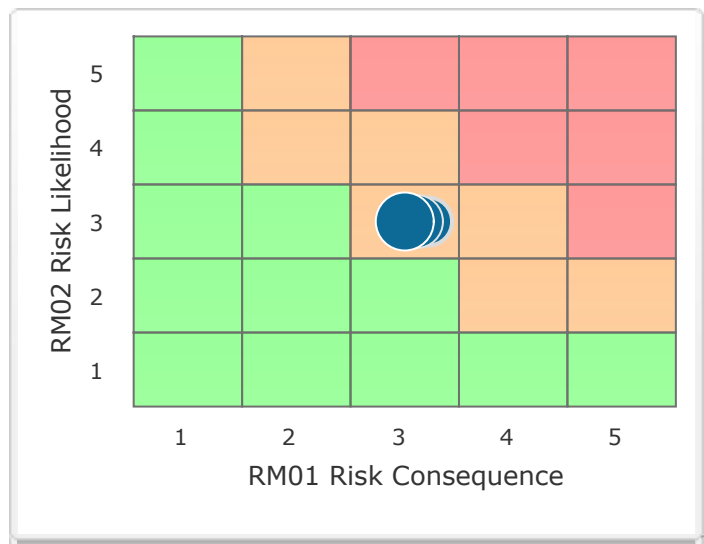
<b>Impact Type</b>	<b>Catastrophic 5</b>	<b>Critical 4</b>	<b>Moderate 3</b>	<b>Marginal 2</b>	<b>Negligible 1</b>
<b>Objectives</b>	The key objectives in the Corporate Plan will not be achieved.	One or more Key Objectives in the Corporate Plan will not be achieved.	Significant impact on the success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

Likelihood ratings and dimensions are tabled below:


<b>Grade</b>	<b>Likelihood</b>	<b>Probability</b>	<b>Timing</b>
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

## SR 001 Financial (including credit & counterparty)

Responsibility	Resources
Risk Description	<p><b>FINANCIAL:</b> related to the financial position and investment of the Council's assets and cash flow, market volatility, currency etc.</p> <p><b>Credit and Counterparty:</b> related to investments, loans to institutions and individuals and counterparties in business transactions.</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>
Risk Category	<ul style="list-style-type: none"> <li>■ A Financial</li> <li>■ C Credit and counterparty</li> </ul>
Risk Response	Treat



Latest Update

31/01/2022		
SR 001 Financial (including credit & counterparty) : Status	Score	9.00
	Target	4.00
	Performance	
	Direction of change	➡
	Comments	<p>The 2022/23 budget and Medium Term Financial Strategy (MTFS) went to pre-scrutiny in January and was recommended by Cabinet for approval on 31 January 2022. The final ratification and agreement of council tax levels will be made by Full Council on 23 February 2022. The Overview and Scrutiny Committee considered the Council's car park charges during January, as these have not been reviewed now for 6 years, and made various recommendations for consideration by Cabinet. Again Full Council will make the final decision on any potential changes on 23 February.</p> <p>The impacts of Brexit and COVID have not had such a bad impact on our investments as originally anticipated. In terms of the Covid pandemic, some of the direct support received from central government through the various funding programmes has helped to offset and mitigate against some of the impact experienced. This includes both additional expenditure incurred and also in terms of lost income, from areas such as car parking for example. The Bank of England base rate was increased slightly from 0.25% to 0.5% on 2 February but this is not expected to have any significant effect on the Council's investment returns</p> <p>The Council's pooled fund investments continue to perform well despite the challenging global position. The period 6 budget monitoring report (as at the end of September 2021) highlights that the current interest received from the Council's investments is in line with budget projections which forecast income of just over £1m by the end of the financial year with the 2022/23 budget forecast showing anticipated investment income of £1.1m</p>

31/01/2022		
SR 001 Financial (including credit & counterparty) : RM01 Risk Consequence	Score	3
	Target	2
	Direction of change	➡
SR 001 Financial (including credit & counterparty) : RM02 Risk Likelihood	Score	3
	Target	2
	Direction of change	➡

## SR 001 Financial (including credit & counterparty)

### Associated Corporate Risks

31/01/2022		
CR 015 Medium Term Financial Plan : Status	Score	12.00
	Target	12.00
	Performance	●
	Direction of change	➔
	Comments	

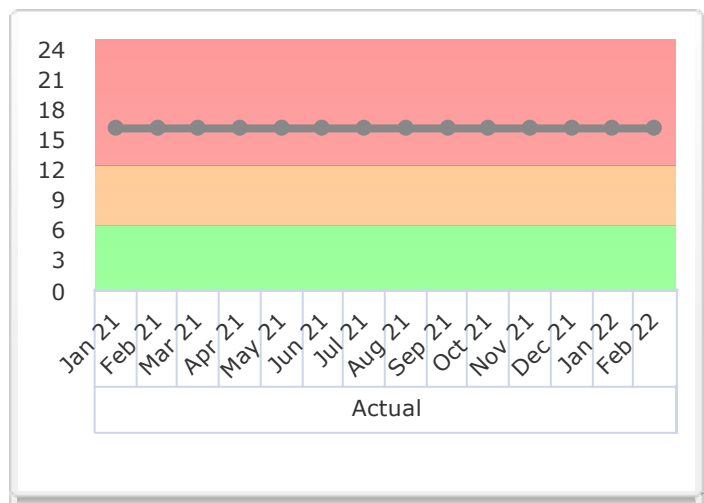
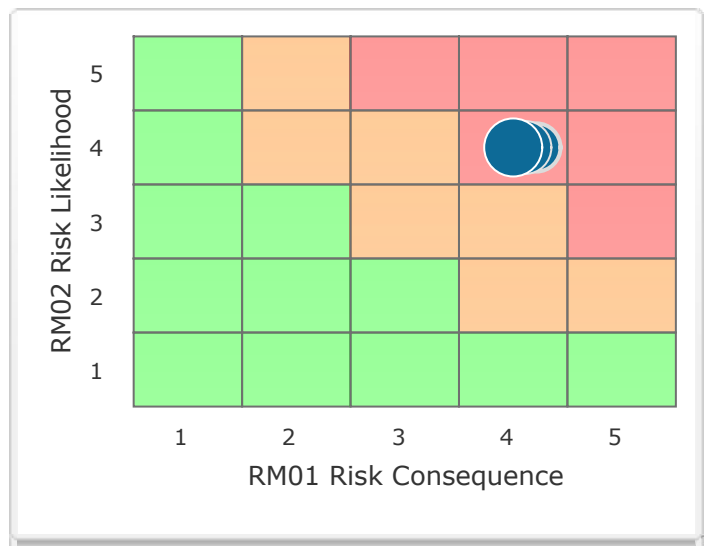
### Control, Contingency & Mitigating Actions

Implemented		
	Responsible	Dec 21
<input checked="" type="checkbox"/> Annual review of the Council's reserves	Duncan Ellis	✓
<input checked="" type="checkbox"/> Balanced budget agreed	Duncan Ellis	✓
<input checked="" type="checkbox"/> Budget Process / Budget Monitoring	Lucy Hume	✓
<input checked="" type="checkbox"/> Business cases for commercialisation of assets to deliver future income and efficiencies	Duncan Ellis	✓
<input checked="" type="checkbox"/> Corporate Planning / Service Planning	Helen Thomas	✓
<input checked="" type="checkbox"/> Growth forecasting models	Duncan Ellis	✓
<input checked="" type="checkbox"/> Lobbying Central Government	Steve Blatch	✓
<input checked="" type="checkbox"/> Policy Work	Steve Blatch	✓
<input checked="" type="checkbox"/> Project Management Plans	Duncan Ellis	✓
<input checked="" type="checkbox"/> Reporting - New legislation and consultation	Helen Thomas	✓
<input checked="" type="checkbox"/> Timely agreement of the annual Localised Council Tax Support Scheme	Duncan Ellis	✓
<input checked="" type="checkbox"/> Utilisation of the New Homes Bonus grant within the base budget for 2018/19 onwards	Duncan Ellis	✓

Outstanding				
	Stage	Responsible		Dec 21
<input checked="" type="checkbox"/> Medium Term Financial Strategy	In Progress	Duncan Ellis	Performance	★
			Comments	The Medium Term Financial Strategy (MTFS) for the future financial years will be approved as part of the budget setting process for the 2022/23 budget in February 2022. Ahead of this the MTFS is scheduled to go to the Overview and Scrutiny Committee for pre-scrutiny on 12th January 2022.
<input checked="" type="checkbox"/> Monitoring impact of the business rates retention and the localised council tax support system	Blocked	Duncan Ellis	Performance	●
			Comments	

## SR 002 Operational

Responsibility	Resources
Risk Description	<p>OPERATIONAL: related to operational exposures within its organisation, its counterparties, partners and commercial interests.</p> <p>Risk - operational issues prevent or hinder the achievement of the Council's aims.</p> <p>Effect - the Council does not achieve it's operational or strategic aims.</p>
Risk Category	D Operational
Risk Response	Treat



Latest Update

31/01/2022		
SR 002 Operational : Status	Score	16.00
	Target	4.00
	Performance	▲
	Direction of change	➔
	Comments	The Council continues to monitor progress against its Covid Recovery Plan, visitor numbers have decreased significantly over the winter period and following the Council's very successful management of visitors during an incredibly busy summer season, still managed to have some of the lowest infection rates nationally. Staffing levels are monitored on a daily basis in relation to the new Omicron infection and again rates are low compared to national averages.

		31/01/2022
SR 002 Operational : RM01 Risk Consequence	Score	4
	Target	2
	Direction of change	➡
SR 002 Operational : RM02 Risk Likelihood	Score	4
	Target	2
	Direction of change	➡



## Associated Corporate Risks

31/01/2022		
CR 001 Deteriorating/ underused property assets : Status	Score	9.00
	Target	4.00
	Performance	●
	Direction of change	➔
	Comments	
CR 003 Digital Customer Service Improvement failure : Status	Score	n/r
	Target	n/r
	Performance	◀◀
	Direction of change	▶▶
	Comments	n/r
CR 008 Loss of Information : Status	Score	16.00
	Target	2.00
	Performance	▲
	Direction of change	➔
	Comments	The recent global situation in respect of specific state sponsored or encouraged cyber attacks which target government and local government institutions indicate that the likelihood of an attack on NNDC data has risen. The sophistication and scale of recent attacks mean that if an attack is experienced the potential effect on NNDC data availability is significantly increased. The Council continues to engage proactively with the National Cyber Security Centre (NCSC) and with cyber defence suppliers to ensure systems designed to protect the Council's infrastructure are working as effectively as possible.
CR 009 Poor Procurement : Status	Score	9.00
	Target	4.00
	Performance	●
	Direction of change	➔
	Comments	<p>As with the previous updates construction procurement continues to bring challenges due to the combined impact of the ongoing COVID pandemic, Brexit and a number of global forest fires, all of which are impacting on material prices, with the industry currently experiencing significant price increases (in the region of 20%). The Council will need to continue to monitor this position and take this into account when putting together any budget estimates for repair and construction works over the coming months.</p> <p>This is similarly affecting supply chains for areas of work such as Disabled Facilities Grants (DFGs), where there is pressure on the available numbers of contractors to undertake works and also the supply, cost and availability of materials although in this instance the Council is trailing partnership working with Victory Housing to deliver the required works. Availability of contractors is also evident in terms of the Council's recent construction tenders and attracting suitable qualified and experienced contractors, within a reasonable budget envelope, remains challenging as the construction market is very buoyant at the current</p>

		31/01/2022
CR 013 Emergency event : Status	Score	12.00
	Target	4.00
	Performance	●
	Direction of change	➔
	Comments	We are still within the storm season, dealing with Covid-19 and have erosion and cliff fall issues. Additional action is being taken to ensure the Council is prepared to deal with multiple concurrent emergencies through liaison with partner agencies.
CR 024 People Resources : Status	Score	9.00
	Target	9.00
	Performance	●
	Direction of change	➔
	Comments	
CR 025 Contract failure : Status	Score	12.00
	Target	4.00
	Performance	●
	Direction of change	➔
	Comments	



## Control, Contingency & Mitigating Actions

Implemented		
	Responsible	Dec 21
<input checked="" type="checkbox"/> Adequate budget provision both from revenue and capital to support R&M works and capital investment	Duncan Ellis	✓
<input checked="" type="checkbox"/> Adequate staff or appropriately qualified external contractor support	Duncan Ellis	✓
<input checked="" type="checkbox"/> Asset Condition Surveys	Duncan Ellis	✓
<input checked="" type="checkbox"/> Business cases for commercialisation of assets to deliver future income and efficiencies	Duncan Ellis	✓
<input checked="" type="checkbox"/> Compliance policies in place and up to date	Duncan Ellis	✓
<input checked="" type="checkbox"/> Compliance works undertaken in a timely fashion	Duncan Ellis	✓
<input checked="" type="checkbox"/> Procure a Strategic Development Partner	Duncan Ellis	✓
<input checked="" type="checkbox"/> Production and approval of the Asset Management Plan	Renata Garfoot	?
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Stuart Harber	✓
<input checked="" type="checkbox"/> Communications plan around the programme to ensure buy-in	Sean Kelly	✓
<input checked="" type="checkbox"/> Develop and Implement a Communications Strategy	Joe Ferrari	✓
<input checked="" type="checkbox"/> Digital Transformation progress reports provided to Cabinet & O&S	Sean Kelly	✓
<input checked="" type="checkbox"/> ICT Strategy	Sean Kelly	✓
<input checked="" type="checkbox"/> Maintain technical competence	James Claxton	✓
<input checked="" type="checkbox"/> Market Pay Review report	James Claxton	✓
<input checked="" type="checkbox"/> PSN Code of Connection compliance	Sean Kelly	✓
<input checked="" type="checkbox"/> Review of recruitment practices	Phillip Rowson	✓
<input checked="" type="checkbox"/> Review Pay Policy	James Claxton	✓
<input checked="" type="checkbox"/> Review relocation policy	James Claxton	✓
<input checked="" type="checkbox"/> Certified Security Professional Training	Kate Wilson	✓
<input checked="" type="checkbox"/> Data Protection training	Cara Jordan	✓
<input checked="" type="checkbox"/> GDPR compliance framework	Cara Jordan	✓

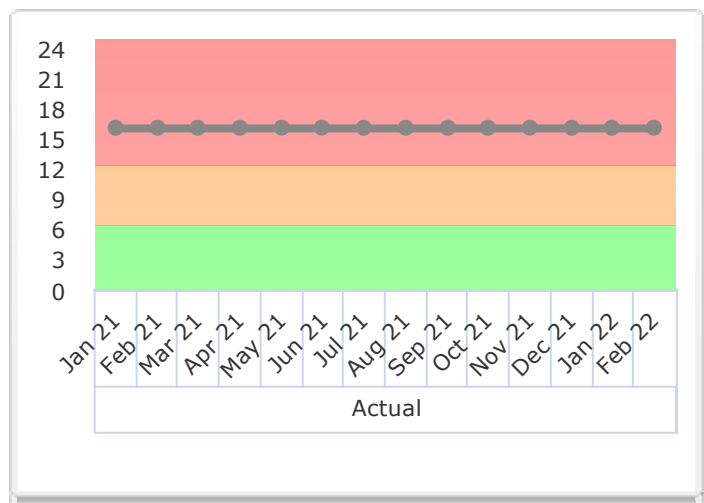
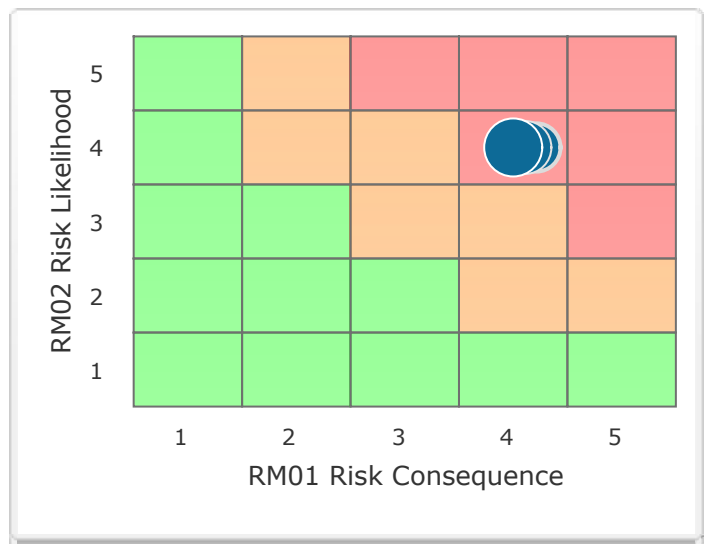
	Responsible	Dec 21
<input checked="" type="checkbox"/> Implement data security protocols	Sean Kelly	✓
<input checked="" type="checkbox"/> Information Risk Policy and Role Description	Sean Kelly	✓
<input checked="" type="checkbox"/> IT Monitoring	Sean Kelly	✓
<input checked="" type="checkbox"/> IT Security Policies	Sean Kelly	✓
<input checked="" type="checkbox"/> Regular 3rd party data protection and integrity testing	Sean Kelly	✓
<input checked="" type="checkbox"/> Regular audits of IT security arrangements	Sean Kelly	✓
<input checked="" type="checkbox"/> Advice for external suppliers	Duncan Ellis	✓
<input checked="" type="checkbox"/> Joint procurement protocol and opportunities for joint/shared procurement with other authorities	Duncan Ellis	✓
<input checked="" type="checkbox"/> Procurement Framework	Duncan Ellis	✓
<input checked="" type="checkbox"/> Procurement responsibility assigned	Duncan Ellis	✓
<input checked="" type="checkbox"/> Procurement Strategy	Duncan Ellis	✓
<input checked="" type="checkbox"/> Budget Process / Budget Monitoring	Lucy Hume	✓
<input checked="" type="checkbox"/> Business Continuity Planning	Alison Sayer	✓
<input checked="" type="checkbox"/> Complete critical services' Business Continuity Plans (BCP)	Alison Sayer	✓
<input checked="" type="checkbox"/> Consideration of COVID-19 implications	Alison Sayer	✓
<input checked="" type="checkbox"/> Corporate Business Continuity key role training	Alison Sayer	✓
<input checked="" type="checkbox"/> Corporate Planning / Service Planning	Helen Thomas	✓
<input checked="" type="checkbox"/> Corporate Policies and Procedures	Alison Sayer	✓
<input checked="" type="checkbox"/> Create and issue adverse weather guidance	Alison Sayer	✓
<input checked="" type="checkbox"/> Emergency Response & Recovery Planning	Alison Sayer	✓
<input checked="" type="checkbox"/> Employment Policies	James Claxton	✓
<input checked="" type="checkbox"/> Refresh the project management framework	Kate Rawlings	✓
<input checked="" type="checkbox"/> Apprenticeship programme	James Claxton	✓
<input checked="" type="checkbox"/> Check-in process	James Claxton	✓
<input checked="" type="checkbox"/> Employee Referral Scheme	James Claxton	✓
<input checked="" type="checkbox"/> New Ways of Working - Policy Creation	James Claxton	✓
<input checked="" type="checkbox"/> Procurement Officer post established	Duncan Ellis	✓

#### Outstanding

	Stage	Responsible		Dec 21
<input checked="" type="checkbox"/> Review and update of Web Strategy	Cancelled	Sean Kelly	Performance	
			Comments	~
<input checked="" type="checkbox"/> ER1 Review Emergency Response Plan	In Progress	Alison Sayer	Performance	●
			Comments	Emergency Response Guidance under review which should be completed by the end of March 2022. This review will be carried out towards the end of 2022.
<input checked="" type="checkbox"/> Develop 'People Strategy'	In Progress	James Claxton	Performance	●
			Comments	

## SR 003 Macroeconomic

Responsibility	Resources
Risk Description	<p><b>MACROECONOMIC:</b> 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.</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>
Risk Category	B Macroeconomic
Risk Response	Treat



## Latest Update

31/01/2022		
SR 003 Macroeconomic : Status	Score	16.00
	Target	4.00
	Performance	▲
	Direction of change	➔
	Comments	The ongoing impact of Covid and the various restrictions continue to create a challenging economic climate for local businesses. The area has benefitted from the increase in 'staycations', particularly over the summer months, as a result of the ongoing restrictions around traveling abroad although this is focused more intensively around the coastal resorts. The various business rate grant schemes have now seen the delivery of almost £130m of support to a wide range of local businesses and whilst this support is very much welcomed and appreciated there are still significant impacts being felt by various business sectors.

		31/01/2022
SR 003 Macroeconomic : RM01 Risk Consequence	Score	4
	Target	2
	Direction of change	➡
SR 003 Macroeconomic : RM02 Risk Likelihood	Score	4
	Target	2
	Direction of change	➡

## Associated Corporate Risks

31/01/2022		
CR 026 Impact of economic fluctuations on the North Norfolk economy : Status	Score	15.00
	Target	4.00
	Performance	▲
	Direction of change	➔
	Comments	

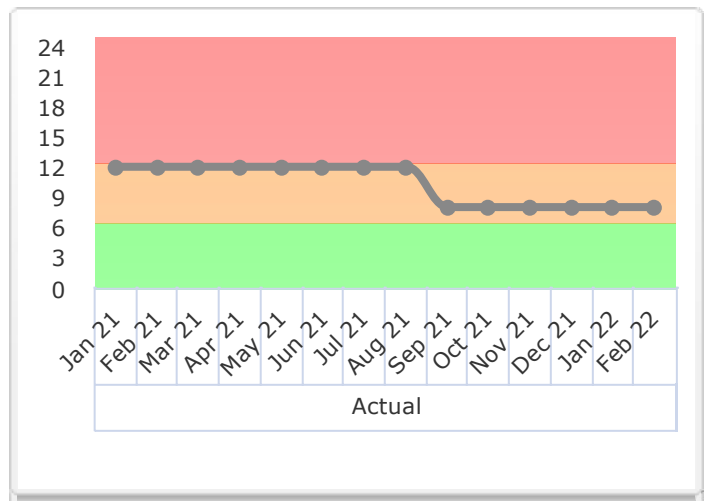
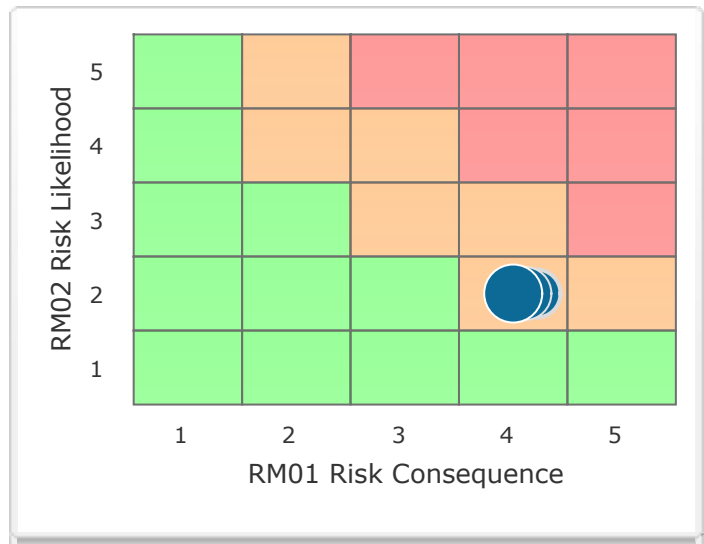
## Control, Contingency & Mitigating Actions

Implemented		
	Responsible	Dec 21
<input checked="" type="checkbox"/> Business Survey	Stuart Quick	✓
<input checked="" type="checkbox"/> Corporate Planning / Service Planning	Helen Thomas	✓
<input checked="" type="checkbox"/> Fund Management advice from Arlingclose	Lucy Hume	✓
<input checked="" type="checkbox"/> HS 003 - Monitor the need for temporary accommodation and ensure suitable provision	Graham Connolly	✓
<input checked="" type="checkbox"/> Operation of the Council Tax Hardship Fund	Trudi Grant	✓
<input checked="" type="checkbox"/> Treasury Management Strategy	Lucy Hume	✓

Outstanding				
	Stage	Responsible		Dec 21
<input checked="" type="checkbox"/> 2.2.1 Economic Growth Strategy (2020 - 2023)	In Progress	Stuart Quick	Performance	●
			Comments	This action has been significantly delayed due to the Economic Growth Team focussing on the delivery of over £126 million of COVID Business Support and Grants programmes. It was further announced on the 30 December that, in addition to the ongoing grants and business support, that two further grant schemes (amounting to over £8m) will now also need to be delivered by 31 March, with a particular focus on supporting those within the leisure, hospitality and accommodation sector. The strategy will need to reflect the likely post-pandemic climate and support the restart and rebuild of the local economy.
<input checked="" type="checkbox"/> Medium Term Financial Strategy	In Progress	Duncan Ellis	Performance	★
			Comments	The Medium Term Financial Strategy (MTFS) for the future financial years will be approved as part of the budget setting process for the 2022/23 budget in February 2022. Ahead of this the MTFS is scheduled to go to the Overview and Scrutiny Committee for pre-scrutiny on 12th January 2022.

## SR 004 Strategic

Responsibility	Resources
Risk Description	<p>STRATEGIC: 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.</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>
Risk Category	E Strategic
Risk Response	Treat



## Latest Update

31/01/2022		
SR 004 Strategic : Status	Score	8.00
	Target	4.00
	Performance	●
	Direction of change	➔
	Comments	<p>The Government's White Paper on the Levelling Up agenda was released on 2 February and included proposals regarding a 'County Deal' for Norfolk as one of nine key areas. Officers and Members will now need to consider how we can best meet this challenge and position ourselves well for the future, particularly given some of the challenges we face as a rural district. The Levelling Up agenda will be supported by the Shared Prosperity fund which is £2.6b nationally split over 3 years (£0.4b 2022/23, £0.7b 2023/24 and £1.5b 2024/25). Access to this funding will not be based on a competitive process but rather allocations will be made direct to authorities. The Council will be required to produce an Investment Strategy over the summer of 2022 detailing how the allocation (yes to be confirmed) will be spent, and this will need to be approved by central government.</p>

31/01/2022		
SR 004 Strategic : RM01 Risk Consequence	Score	4
	Target	2
	Direction of change	➡
SR 004 Strategic : RM02 Risk Likelihood	Score	2
	Target	2
	Direction of change	➡

## Associated Corporate Risks

31/01/2022		
CR 027 Strategic financial and performance management : Status	Score	9.00
	Target	4.00
	Performance	●
	Direction of change	➔
	Comments	

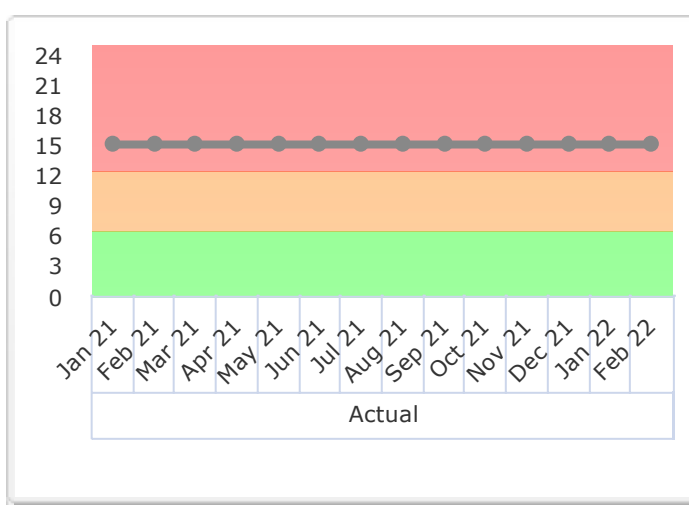
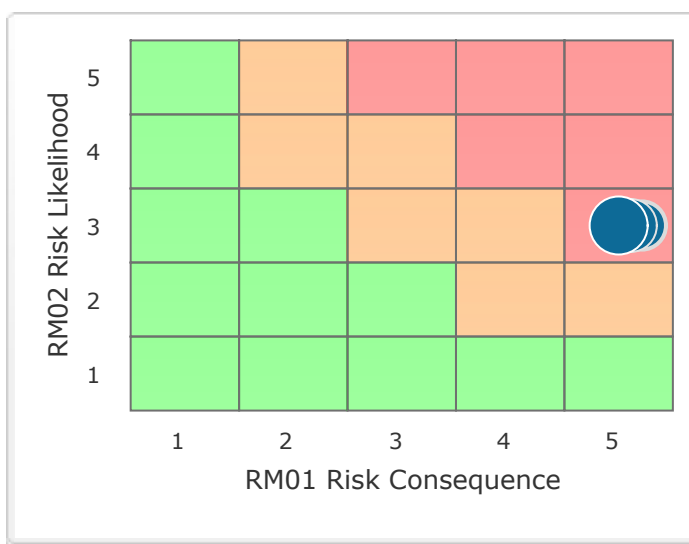
## Control, Contingency & Mitigating Actions

Implemented		
	Responsible	Dec 21
<input checked="" type="checkbox"/> Annual review of the Council's reserves	Duncan Ellis	✓
<input checked="" type="checkbox"/> Budget Process / Budget Monitoring	Lucy Hume	✓
<input checked="" type="checkbox"/> Corporate Planning / Service Planning	Helen Thomas	✓
<input checked="" type="checkbox"/> Establish the financial impact of Covid-19	Duncan Ellis	✓
<input checked="" type="checkbox"/> Refresh the project management framework	Kate Rawlings	✓
<input checked="" type="checkbox"/> Review the Corporate Plan 2019-23 post Covid-19	Steve Blatch	✓

Outstanding				
	Stage	Responsible		Dec 21
<input checked="" type="checkbox"/> Emerging Local Plan	In Progress	Mark Ashwell	Performance	★
			Comments	Local Plan now published for Regulation 19 consultation. Independent examination likely by autumn 2022.
<input checked="" type="checkbox"/> Medium Term Financial Strategy	In Progress	Duncan Ellis	Performance	★
			Comments	The Medium Term Financial Strategy (MTFS) for the future financial years will be approved as part of the budget setting process for the 2022/23 budget in February 2022. Ahead of this the MTFS is scheduled to go to the Overview and Scrutiny Committee for pre-scrutiny on 12th January 2022.
<input checked="" type="checkbox"/> Review Performance Framework for Extended Management Team	Not Started	Lucy Hume	Performance	●
			Comments	This is a Capability Review action, which is currently on hold while CLT review the Capability Review Development Plan
<input checked="" type="checkbox"/> Review Performance Framework for the Strategic Leadership Team	Cancelled	Lucy Hume	Performance	?
			Comments	

## SR 005 Environmental and Social

Responsibility	Resources
Risk Description	<p>ENVIRONMENTAL AND SOCIAL: related to the environmental and social impact of the Council's strategy and interests.</p> <p>Risk - Council fails to take into account changing environmental and social needs.</p> <p>Effect - strategic objectives don't reflect environmental and social issues.</p>
Risk Category	F Environmental & Social
Risk Response	Treat



### Latest Update

31/01/2022		
SR 005 Environment & Social : Status	Score	15.00
	Target	4.00
	Performance	▲
	Direction of change	➔
	Comments	<p>The Council has a new Environmental Charter in place and is currently in the process of approving a Net Zero Strategy and accompanying Action Plan to help identify how we will meet our aspiration of achieving net-zero carbon emissions by 2030. The draft strategy has now been considered by the Overview and Scrutiny Committee and Cabinet and is due to be considered and approved by Full Council on 23 February.</p>

		31/01/2022
SR 005 Environment & Social : RM01 Risk Consequence	Score	5
	Target	2
	Direction of change	➡
SR 005 Environment & Social : RM02 Risk Likelihood	Score	3
	Target	2
	Direction of change	➡

## Associated Corporate Risks

31/01/2022		
CR 002 Flooding, erosion and loss of assets and delivery of services : Status	Score	20.00
	Target	12.00
	Performance	▲
	Direction of change	➔
	Comments	
CR 010 Housing Delivery : Status	Score	6.00
	Target	4.00
	Performance	★
	Direction of change	➔
	Comments	Recent appeal decisions both supportive of Council's housing land supply position and one negative decision. Revised housing land supply statement due April/May 2022.

## Control, Contingency & Mitigating Actions

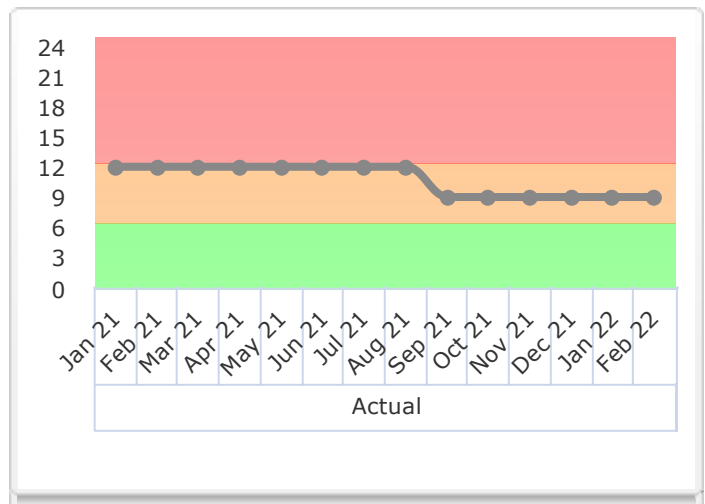
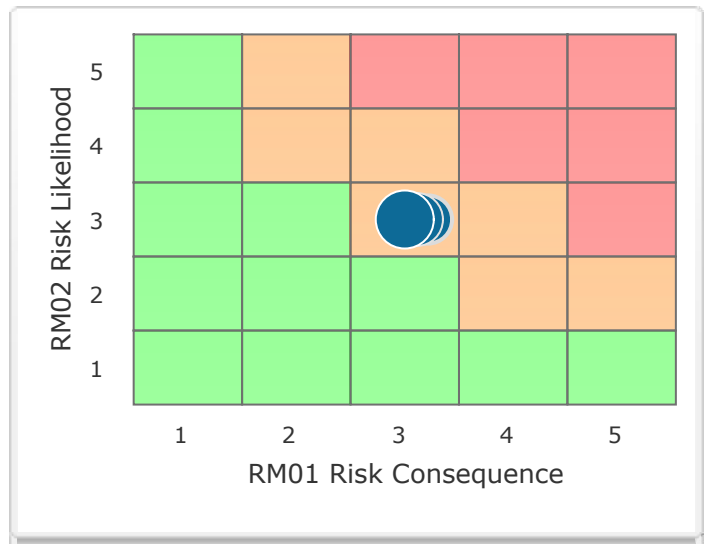
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Implemented		
	Responsible	Dec 21
<input checked="" type="checkbox"/> Bacton and Walcott coastal management scheme	Rob Goodliffe	✓
<input checked="" type="checkbox"/> Coastal Monitoring	Rob Goodliffe	✓
<input checked="" type="checkbox"/> Coastal Partnership East set up	Rob Goodliffe	✓
<input checked="" type="checkbox"/> Control of coastal management schemes through procurement and regular checking	Rob Goodliffe	✓
<input checked="" type="checkbox"/> Corporate Planning / Service Planning	Helen Thomas	✓
<input checked="" type="checkbox"/> DEFRA funding of capital schemes	Rob Goodliffe	✓
<input checked="" type="checkbox"/> Environment Forum	Robert Young	✓
<input checked="" type="checkbox"/> Health & Safety checking and monitoring	Rob Goodliffe	✓
<input checked="" type="checkbox"/> Procurement practices	Duncan Ellis	✓
<input checked="" type="checkbox"/> Repairs & Maintenance Programme	Rob Goodliffe	✓
<input checked="" type="checkbox"/> Shoreline Management Plan (SMP)	Rob Goodliffe	✓
<input checked="" type="checkbox"/> The Pathfinder Project	Rob Goodliffe	✓
<input checked="" type="checkbox"/> 1.2.1 Formulate a new Housing Strategy	Graham Connolly	✓
<input checked="" type="checkbox"/> 1.4.1 Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan	Lisa Grice	✓
<input checked="" type="checkbox"/> 1.5.1 Investigate ways to support and assist affordable housing providers	Graham Connolly	✓
<input checked="" type="checkbox"/> Community Housing Fund	Graham Connolly	✓
<input checked="" type="checkbox"/> Enhance Housing Association delivery	Graham Connolly	✓
<input checked="" type="checkbox"/> Housing Strategy implementation	Robert Young	✓
<input checked="" type="checkbox"/> HS 003 - Monitor the need for temporary accommodation and ensure suitable provision	Graham Connolly	✓
<input checked="" type="checkbox"/> Increased Focus	Nicky Debbage	✓
<input checked="" type="checkbox"/> Internal planning protocol	Phillip Rowson	✓
<input checked="" type="checkbox"/> Local Development Framework (LDF) policies	Mark Ashwell	✓
<input checked="" type="checkbox"/> Local Investment Plan	Nicky Debbage	✓
<input checked="" type="checkbox"/> Monitor Brexit and its potential impact on the ability to deliver and acquire homes as a home owner	Duncan Ellis	✓
<input checked="" type="checkbox"/> Partnership work with Registered Providers	Graham Connolly	✓
<input checked="" type="checkbox"/> Use of capital	Nicky Debbage	✓

Outstanding				
	Stage	Responsible		Dec 21
<input checked="" type="checkbox"/> 10 year capital programme	In Progress	Tamzen Pope	Performance	★
			Comments	10 year capital programme has been drafted. Review meeting arranged for 8 February with all CPE managers to review and identify potential procurement routes. Paper has been submitted to CPE Board looking at utilising the SCAPE framework which has also been shared with the individual councils for buy-in.
<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	In Progress	Robert Young	Performance	★
			Comments	Net-Zero East commissioned in June 2021 to prepare Carbon Reduction Strategy Action Plan - Detailed audit complete by December 2021. Net-Zero Strategy and Action Plan (NZSAP, incorporating carbon audit) draft produced. To be adopted by the end of March 2022
<input checked="" type="checkbox"/> CM 002 - Refurbish coastal defences at Mundesley	In Progress	Tamzen Pope	Performance	●
			Comments	Detailed design is ongoing due to be completed in April 2022 - progress has been delayed due to COVID and MMO consultation issues. Contractor has been appointed for the construction phase and we have started working with them to look at cost estimates, programme and value engineering. Project is being developed and will be delivered in conjunction with the Cromer Phase 2 scheme to maximise efficiencies.
<input checked="" type="checkbox"/> 1.3.1 Develop a business case for a housing company	Cancelled	Nicky Debbage	Performance	?
			Comments	
<input checked="" type="checkbox"/> To produce a Service Level Agreement with Registered Providers	Not Started	Lisa Grice	Performance	~
			Comments	~

## SR 006 Governance

Responsibility	Resources
Risk Description	<p>GOVERNANCE: 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.</p> <p>Risk - Council acts outside established procedures or unlawfully.</p> <p>Effect - risk of litigation/reputational risk to Council/poor decision making.</p>
Risk Category	G Governance
Risk Response	Treat



## Latest Update

31/01/2022		
SR 006 Governance : Status	Score	9.00
	Target	4.00
	Performance	●
	Direction of change	➔
	Comments	<p>A new review mechanism has also been introduced with Management Team and the Corporate Leadership Team to monitor and review outstanding audit recommendations on a quarterly basis to try and ensure that progress continues to be made on addressing any outstanding recommendations. The Council is continuing to introduce improvements required by CIPFA's Financial Management Code, which is recommended best practice. Further to this, the Corporate Delivery Unit (CDU) continues to provide guidance and support in relation to project management and strengthens the overall governance framework.</p>

		31/01/2022
SR 006 Governance : RM01 Risk Consequence	Score	3
	Target	2
	Direction of change	➡
SR 006 Governance : RM02 Risk Likelihood	Score	3
	Target	2
	Direction of change	➡

## Associated Corporate Risks

31/01/2022		
CR 028 Governance failures : Status	Score	6.00
	Target	4.00
	Performance	★
	Direction of change	➔
	Comments	

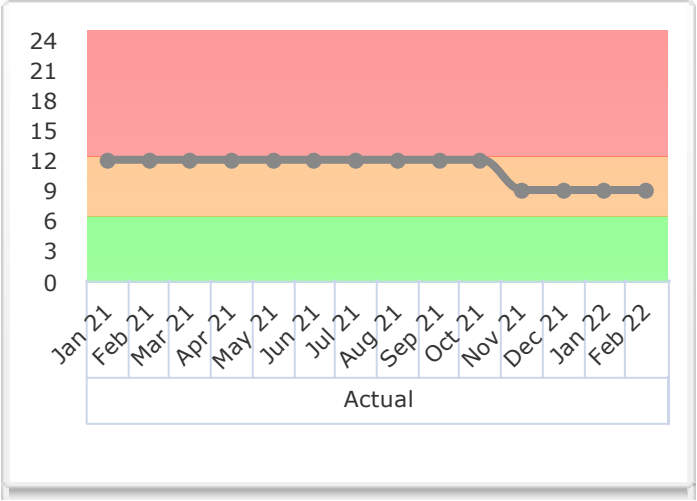
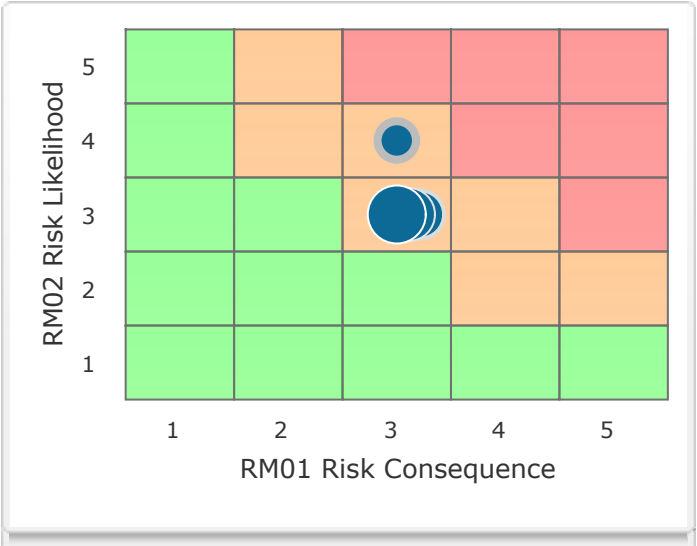
## Control, Contingency & Mitigating Actions

Implemented		
	Responsible	Dec 21
<input checked="" type="checkbox"/> Annual Assurance Statements	Duncan Ellis	✓
<input checked="" type="checkbox"/> Annual Audit Report	Lucy Hume	✓
<input checked="" type="checkbox"/> Annual Governance Statement 2019/20 supported by assurance framework	Duncan Ellis	✓
<input checked="" type="checkbox"/> Annual Governance Statement 2020/21 supported by assurance framework	Duncan Ellis	✓
<input checked="" type="checkbox"/> Audit programme	Lucy Hume	✓
<input checked="" type="checkbox"/> Committee report templates	Emma Denny	✓
<input checked="" type="checkbox"/> Constitution/Standing Orders/Scheme of Delegations	Cara Jordan	✓
<input checked="" type="checkbox"/> Corporate Planning / Service Planning	Helen Thomas	✓
<input checked="" type="checkbox"/> Head of Internal Audit assurance	Duncan Ellis	✓
<input checked="" type="checkbox"/> Member/ Officer Protocol	Emma Denny	✓
<input checked="" type="checkbox"/> Monitoring Officer actions to ensure governance risk is minimised	Cara Jordan	✓
<input checked="" type="checkbox"/> Monitoring Officer Report	Cara Jordan	✓
<input checked="" type="checkbox"/> Operation of Constitutoon Working Party	Emma Denny	✓
<input checked="" type="checkbox"/> Operation of Standards Committee	Emma Denny	✓
<input checked="" type="checkbox"/> Section 151 Officer actions to ensure governance risk is minimised	Duncan Ellis	✓


Outstanding				
	Stage	Responsible		Dec 21
<input checked="" type="checkbox"/> Clear robust corporate governance framework	In Progress	Renata Garfoot	Performance	
			Comments	~

SR 007 Reputation

Responsibility	Resources
Risk Description	<p>REPUTATION: related to the Council's dealings and interests, and the impact of adverse outcomes on the Council's reputation and public perception.</p> <p>Risk - Council's reputation is adversely affected.</p> <p>Effect- reduced public confidence.</p>
Risk Category	H Reputational
Risk Response	Treat



Latest Update

		31/01/2022
SR 007 Reputation : Status	Score	9.00
	Target	4.00
	Performance	
	Direction of change	➔
	Comments	On 3 February the Chancellor announced the introduction of a new £150 'energy rebate' to help some households with the increasing cost of energy. This rebate will apply to all properties in council tax bands A to D (main residence only) and we are still awaiting further detail as to how the scheme will need to be administered. It is clear however that the expectation from central government is that the payments will be made to households by local authorities, and with around 41,000 eligible households this represents a further significant piece of work for the Revenues team as there will be a requirement to not only make all of these payments, ensuring we mitigate against fraud and error, but also we will need to collect bank details to enable payment information from around 10,000 of these customers who do not currently pay by direct debit. The Council is however now well use to administering grant schemes so the technical process shouldn't provide us with too many challenges although the administration of the payments does represent a significant resource requirement for a number of teams across the council including Revenues, IT, Finance and Customer Services.

		31/01/2022
SR 007 Reputation : RM01 Risk Consequence	Score	3
	Target	2
	Direction of change	➔
SR 007 Reputation : RM02 Risk Likelihood	Score	3
	Target	2
	Direction of change	➔



## Associated Corporate Risks

31/01/2022		
CR 029 Poor reputation of the Council in the Community : Status	Score	4.00
	Target	4.00
	Performance	★
	Direction of change	➔
	Comments	



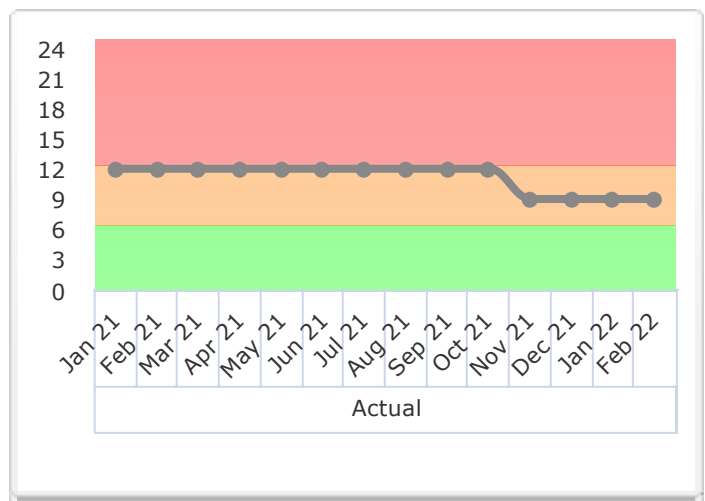
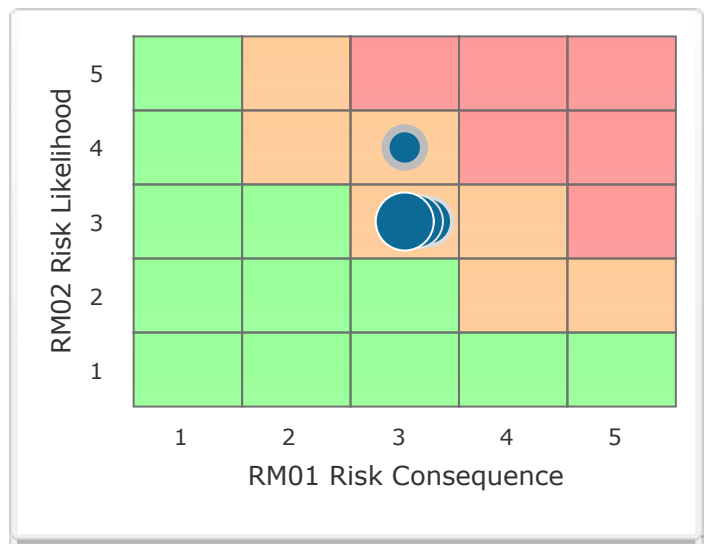
## Control, Contingency & Mitigating Actions

Implemented		
	Responsible	Dec 21
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Stuart Harber	✓
<input checked="" type="checkbox"/> Develop and Implement a Communications Strategy	Joe Ferrari	✓


Outstanding				
	Stage	Responsible		Dec 21
<input checked="" type="checkbox"/> Clear robust corporate governance framework	In Progress	Renata Garfoot	Performance	
			Comments	~
<input checked="" type="checkbox"/> Review and update of Web Strategy	Cancelled	Sean Kelly	Performance	
			Comments	~

## SR 008 Corporate project related risks

Responsibility	Resources
Risk Description	CORPORATE PROJECT RELATED RISKS: Related to individual corporate project risks
Risk Category	I Projects
Risk Response	Treat



Latest Update

		31/01/2022
SR 008 Corporate project related risks : Status	Score	9.00
	Target	4.00
	Performance	
	Direction of change	➔
	Comments	<p>The new Reef leisure project has now officially undergone practical completion and the centre opened at the end of November 2021. The final contract payments are still however to be agreed and paid to the contract so the project is still currently live at the present time. Once this process is complete as part of the new project management framework the scheme will undergo a final review to identify any lessons learnt to help inform future project delivery.</p> <p>The North Walsham Heritage Action Zone (HAZ) project continues to face difficulties in terms of procuring works and pressure on funding windows. The Council is however in the process of awarding a contract to undertake the work on the Cedars building and is progressing options regarding procurement of the street works package. Options are being considered with funders regarding spend profiles and grant drawdown.</p>

		31/01/2022
SR 008 Corporate project related risks : RM01 Risk Consequence	Score	3
	Target	2
	Direction of change	➔
SR 008 Corporate project related risks : RM02 Risk Likelihood	Score	3
	Target	2
	Direction of change	➔

## Associated Corporate Risks

31/01/2022		
CR 030 Sheringham Leisure Centre : Status	Score	4.00
	Target	4.00
	Performance	★
	Direction of change	➔
	Comments	

## Control, Contingency & Mitigating Actions

Implemented		
	Responsible	Dec 21
<input checked="" type="checkbox"/> Operation of Overview and Scrutiny Committee	Emma Denny	✓
<input checked="" type="checkbox"/> Project management & reporting procedures - Sheringham Leisure Centre	Robert Young	✓

Outstanding
This report does not contain any data