

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER**

2010 v10 May 2010

(previous review v 8 January 2010)

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
1	<p>Central Government Funding (1)</p> <p>1. There is increased current uncertainty about the Council receiving adequate funding from central government through the Revenue Support grant and/or other targeted funding stream that the Council can access.</p> <p>2. The Corporate Plan is unable to be delivered to the identified timescales.</p> <p>3. The level of service currently provided would be at risk especially some of the discretionary service areas.</p>	<p>Corporate Planning / Service Planning</p> <p>Financial Strategy</p> <p>Grant Finder system</p> <p>Policy work.</p> <p>Budget Monitoring</p> <p>Recession Summit</p>	<p>4 x 4 = 16</p>	<p>Continue to focus central government mind on needs of local authorities and maintain high standards.</p> <p>Achieve Corporate Plan. 3 year Budget Forecasting.</p> <p>Plans for managing impact.</p> <p>Workstreams agreed and being progressed to deliver savings in 2010/2011 with longer term target savings identified for contract procurement and shared services.</p> <p>Financial forecast due to be updated July 2010</p>	<p>3 x 4 = 12</p>	<p>ALL</p>	<p>DCE</p>

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER**

2010 v10 May 2010

(previous review v 8 January 2010)

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
2	<p>Coastal Defences / Government Funding (2)</p> <p>1. Lack of Government funding to maintain coast defences and / or to support local compensation claims results in coastal erosion and blight of coastal settlements through loss of public and private infrastructure and assets.</p> <p>2. Increased coastal erosion through loss of defences presents a reputational risk to the authority 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.</p> <p>3. Loss of confidence in respect of business investment and residential property market; blight of properties in erosion zone; direct loss of tourism assets and infrastructure promenades,</p>	<p>Public consultation Regional / national co-ordination Develop economic argument and build case for compensation Lobby Government Make available District Council resources to "hold the line" pending clarity on SMP and of Govt position so as to buy time Local Development Framework core strategy policies are implemented.</p>	<p>4 x 4 = 16</p>	<p>Bid for £5.3m under the Government's "Coastal Management Pathfinder" submitted September 2009.</p> <p>3rd December 2009 confirmation that NNDC had secured £3million under Pathfinder programme, largest award under the programme</p> <p>Pathfinder programme being delivered through the Coastal Strategy Team with strategic oversight being provided by the Coastal Management Board.</p> <p>Project management infrastructure and</p>	<p>2 x 2 = 4</p>	<p>2 Natural Environment and Built Heritage – 2.3 Planning and Coastal management</p>	<p>SDC</p>

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER
2010 v10 May 2010
(previous review v 8 January 2010)**

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
	beach chalets, cafés, public toilets, car parks etc; loss of tourism income / employment.			resources put in place and detailed work programme being progressed; local reference group put in place acting as “critical friend”. Procurement of specialist valuation advice, business support package and tourism marketing / branding contractors being progressed; alongside local parish based projects			

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER**

2010 v10 May 2010

(previous review v 8 January 2010)

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
3	<p>Affordable Housing – Policies – grant funding (10)</p> <p>1. Challenge over ability to provide target number of affordable homes through 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. Failure to deliver average completion of 100 affordable housing units per year over period 2007 – 2011</p> <p>4. Increased housing need and</p>	<p>Use of capital to invest in development; Partnership work with RSLs; LDF policies Service plans Internal planning protocol</p> <p>Making progress on the Local Development Framework</p>	4 x 4 = 16	<p>Adoption of Local Development Framework Core Strategy – Sept 2008</p> <p>Preparation and submission of Site Specific Proposals – March 2010, EiP July/ August 2010; proposed adoption Jan 2011</p> <p>Agree Single Conversation with HCA to finance future development of affordable housing in North Norfolk over period 2010 – 2014</p> <p>Start the delayed scheme at Holt which will deliver 33 units in 2010/11</p> <p>Have clear forward development plan for</p>	4 x 2 = 8	1 Active and Sustainable Communities 1.1 Housing	SDC

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER**

2010 v10 May 2010

(previous review v 8 January 2010)

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
	reputational risk in non-delivery of key corporate priority.			affordable housing provision in place of fully funded schemes – Plan prepared with 141units financed over period April 2010 – October 2011. Development of Housing Improvement Plan and new housing Strategy – Sept 2010.			

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER
2010 v10 May 2010
(previous review v 8 January 2010)**

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
4	<p>Partnership Working (5)</p> <p>1. Key stakeholder / partner organisations fail to engage appropriately / commit resources (staff, finances, actions) to key partnership structures.</p> <p>2. Failure of partnerships to deliver stated objectives / outcomes</p> <p>3. Non-delivery of key outcomes leading to reputational risk to Council.</p>	<p>Communication strategy Project management; LSP Board; Partnership Review; Performance Management LAA Monitoring Mgmt Group Ongoing discussion with Norfolk County re funding in particular with regard to the LSP. Partnership Framework</p>	<p>4 x 3 = 12</p>	<p>Partnership checklists have been circulated to all Partnership Lead Officers.</p> <p>An update to 21st May 2010 PRMB on the Partnership (Risk) Register.</p>	<p>3 x 2 = 6</p>	<p>ALL</p>	<p>CE</p>

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER**

2010 v10 May 2010

(previous review v 8 January 2010)

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
5	<p>Efficiency Agenda (inc Business Process Review) (6)</p> <p>1. That projects are not adequately resourced or defined and do not show value for money or efficiency savings.</p> <p>2. The risk is that neither better services or efficiency savings are delivered.</p> <p>3. This may result in a reduced ability to deliver aspirations for the benefit of the community and not help reduce pressure on the Council's budgets. In addition the Audit Commission may give a poor value for money opinion and Direction of Travel statement.</p>	<p>Regular monitoring by CMT/Cabinet. Corporate Planning framework. Project Boards; Budget and Resource management programme. Consultation and involvement; Change Management Board; Programme manager. Project Management Guide issued and on the Intranet. Good use of resources assessment and Direction of Travel.</p>	<p>4 x 3 = 12</p>	<p>Some investments deferred until outcome of Local Government Review is known (January 2010).</p> <p>Pursuit of corporate workstreams to identify commitments and priorities for next two years (January 2010)</p>	<p>3 x 2 = 6</p>	<p>First Class Resource Management</p>	<p>SDI</p>

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER**

2010 v10 May 2010

(previous review v 8 January 2010)

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
6	<p>EU/Regional Funding – Policies (8)</p> <p>1. Lack of clear policies / corporate focus and inability to secure EU / UK regional development funds to support programme of economic development / diversification projects</p> <p>2. The North Norfolk economy continues to under-perform compared to regional and national levels</p> <p>3. Low levels of productivity, limited diversification of economy and investment in emerging sectors, is investment by large employers and loss of jobs / continued dominance of jobs in low paid sectors</p>	<p>Economic Development Strategy North Norfolk Business Forum / Sector groups Partnerships LDF policies Capital programme External funding programmes</p>	<p>3 x 4 = 12</p>	<p>Recession Summit held April 2009 and Action Plan agreed</p> <p>Additional resources to support recession interventions agreed through NNCP and matched by additional resources from NNDC</p> <p>Investigation of shared service solutions and closer working with private sector businesses through Business Forum and sector groups - ongoing</p> <p>Severe pressure on the availability of external economic development funds at a national and EU</p>	<p>3 x 2 = 6</p>	<p>1 Active and Sustainable Communities 1.2 Employment and Training and 1.4 Community Engagement</p>	<p>SDC</p>

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER
2010 v10 May 2010
(previous review v 8 January 2010)**

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
				<p>level</p> <p>Lobbying of any new Govt outlining concern that many sources of UK govt funds are targeted at growth areas and Key Centres of Development to detriment of rural areas such as North Norfolk</p>			

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER**

2010 v10 May 2010

(previous review v 8 January 2010)

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
7	<p>Economic Downturn (Recession) (14)</p> <p>1. Continuing decline in the economy or a detrimental unforeseen financial impact.</p> <p>2. Increased uptake of Housing Benefit, Economic Development, Homelessness. Reduced Income from Council Tax, Business Rates, planning applications, Building Control, Land Charges and Investments. Potential for an inability to pay bills and staff lay offs. Possible opportunity – more competition between suppliers, therefore keener prices</p> <p>3. Reduction in the ability of the Council to deliver services, at a time of increased demand from the community.</p>	<p>Business Service Plans Realistic Budget Setting Budget monitoring See Budget report for 2009/10 Corporate Management Team and Cabinet aware of issue (see minutes)</p>	<p>4 x 3 = 12</p>	<p>Recession summit action plan approved by Cabinet. Funding of £90,000 allocated from NNDC and the Local Strategic Partnership to support interventions and priority work to minimize the impact on North Norfolk.</p> <p>Monitoring continues through the Local Government Group which meets bi-monthly.</p>	<p>2 x 2 = 4</p>	<p>ALL</p>	<p>DCE</p>

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER**

2010 v10 May 2010

(previous review v 8 January 2010)

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
8	<p>Project Management (12)</p> <p>1. That corporate and service projects are not managed in accordance with project management guidelines.</p> <p>2. That projects not properly prioritized and there is conflicting priorities and the Council fail to meet those that are of highest priority. That resources are not correctly applied (either lack of resource / lack of capacity / lack of competence).</p> <p>3. The Corporate Plan is not delivered. Individual key projects are not delivered. This could lead to staff pressure and reduced morale. Lack of focus on the key priorities by staff and Members.</p>	<p>Prioritize objectives Scrutinize service business plans Train project managers; Business case before project starts; Change Management Board Contingency plans and exit strategies. Corporate Improvement Plan. Budget prioritisation. Corporate and service plans. Appointment of Project Manager reviewing all projects Project Management Guide issued and on the Intranet.</p>	3 x 3 = 9	<p>Monitor application of project management guidelines through the Performance and Risk Board (ongoing) – e.g. see agenda and minutes for 20/11/09 meeting</p>	3 x 1 = 3	<p>First Class Resource Management</p>	<p>DCE / SDI</p>

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER**

2010 v10 May 2010

(previous review v 8 January 2010)

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
9	<p>Concessionary Fares (16)</p> <p>1. Concessionary fares are run in partnership with other Norfolk Councils, the administration is carried out by Norwich City Council.</p> <p>2. No agreement has been signed relating to governance of the partnership or the relationship with Norwich City Council and there is large retrospective, demand led budget.</p> <p>3. That concessionary fares scheme is not being managed in the most efficient and effective way and there is the possibility of an adverse financial impact.</p>	<p>Government legislation. Regular meetings between Councils. Budget monitoring.</p>	<p>3 x 3 = 9</p>	<p>Discussions are ongoing. A draft agreement between the Councils concerned and Norwich City is in draft and is currently with Norwich City Councils lawyers for a final look through before signing.</p> <p>The scheme could be county wide from 1/4/2011 and run by Norfolk County Council.</p>	<p>2 x 2 = 4</p>	<p>First Class Resource Management</p>	<p>SDI</p>

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER**

2010 v10 May 2010

(previous review v 8 January 2010)

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
10 (new)	<p>Waste and other Contract Procurement</p> <p>1. The procurement and award of waste and other contracts are subject to subsequent successful challenge.</p> <p>2. a) Successful appeal and potential costs/other remedy awarded to unsuccessful tenderer/s on the basis of inappropriate procurement process.</p> <p>b) Failure of the procurement process to deliver target savings required as a result of lack of competition and/or unknown external impact</p> <p>3. a) Significant financial loss to the Council and reputational risk as contract covers major outward facing services.</p> <p>b) Council's Financial Strategy adversely affected</p>	<p>a) Council's procurement guidance.</p> <p>b) Appointment of external expert consultancy.</p> <p>c) Internal governance arrangements around:</p> <ul style="list-style-type: none"> o Key procurement decisions taken by Full Council o Delegation of certain other decisions to officer/ member Board, including s151 and Monitoring Officers. o External, expert legal advice taken and followed at all key stages o Project management principles fully applied <p>d) Maximising competitive interest in the contract. "Horizon scanning" for up and coming issues.</p>	<p>4 x 2 = 8</p>	<p>Maintain governance arrangements.</p> <p>Absolute risk of challenge not within our control.</p> <p>Key is to minimise chance of successful challenge.</p> <p>Risk of any challenge will be reduced by open and fair tender process.</p> <p>Ensure process encourages competition and therefore savings.</p> <p>However, certain factors eg fuel costs will be outside our control</p>	<p>3 x 1 = 3</p>	<p>First Class Resource Management</p> <p>A clean and pollution free District</p>	

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER
2010 v10 May 2010
(previous review v 8 January 2010)**

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
11	<p>Legionella Surveys (4)</p> <p>1. Authority not completed Legionella surveys.</p> <p>2. That people are potentially open to catching Legionella from buildings run by the Authority.</p> <p>3. Court fine. Corporate Manslaughter charge.</p>	<p>Contractor has completed the surveys.</p> <p>Contractor has provided risk assessments.</p> <p>Contractor undertaking regular water testing checks.</p> <p>Staff completed training.</p> <p>Survey results received.</p> <p>Action plan identifying red, amber and green.</p>	4 x 2 = 8	<p>Work already commissioned to undertake red (high risk) buildings.</p> <p>Ongoing management plan.</p> <p>Contractor has yet to provide a manual for each location (which should provide a schematic of the pipe work) – to be provided by 31st July 2010.</p> <p>The risk assessments provided are being reviewed and further questions are being raised to be completed by 31st July 2010.</p>	2 x 2 = 4	First Class Resource Management	DCE

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER
2010 v10 May 2010
(previous review v 8 January 2010)**

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
12	<p>Asset Management (7)</p> <p>1. A lack of investment and sound decision-making in Asset Management leads to a loss of revenue and possible legal liability.</p> <p>2. The Council's assets continue to deteriorate and 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>3. 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 maximized.</p>	<p>Up to date asset register Asset Management Plan Asset Management Board Resource allocation Asset Disposal Policy Corporate Asset Manager in post. Positive internal audit reports</p>	<p>4 x 2 = 8</p>	<p>Updated Asset Management Plan approved by Council February 2010.</p> <p>Ongoing work on the repair and maintenance schedules will strengthen the Council's approach to pro-active management and maintenance of assets.</p>	<p>3 x 2 = 6</p>	<p>First Class Resource Management</p>	<p>DCE</p>

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER**

2010 v10 May 2010

(previous review v 8 January 2010)

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
13	<p>Local Development Framework – Core Strategy (9)</p> <p>1. LDF Site Specific Proposals Development Plan Document (SSP DPD) is not approved by Planning Inspector within stated timescales</p> <p>2. Site allocations not made meaning that we underperform in terms of the Regional Spatial Strategy (RSS) housing numbers with implications for Corporate Plan and LAA outcomes which could have implications on HPDG and LAA reward funding. Delays in securing approval of the SSP DPD will also potentially delay the provision of other infrastructure – e.g. health and education facilities; employment land sites, retail opportunity sites</p>	<p>LDF Working Party and Project Board</p> <p>Staff resources clarified and secured</p> <p>All consultation on the SSP proposals completed in June/July 2009</p>	4 x 2 = 8	<p>LDF Site Specific proposals (SSP) Development Plan</p> <p>Document approved by Full Council in February 2010.</p> <p>Examination due in June / July 2010.</p>	3 x 2 = 6	Natural Environment and Built Heritage	SDC

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER**

2010 v10 May 2010

(previous review v 8 January 2010)

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
	<p>etc. 3. Proposed review of Barn Conversion policy –without which we could see our development strategy undermined / under delivery of affordable housing target.</p>						

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER**

2010 v10 May 2010

(previous review v 8 January 2010)

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
14	<p>Procurement (11)</p> <p>1. Ensuring adherence to the Procurement Policy or Strategy.</p> <p>2. That the Council does not procure efficiently / effectively or have security of supply.</p> <p>3. The Council does not achieve best value from its procurement activities leading to possible reputational or legal issues. Neither does it use its procurement powers to support the local economy or economic development objectives.</p>	<p>Implemented Audit Commission recommendations</p> <p>Procurement Board</p> <p>Procurement Strategy and project team.</p> <p>Procurement Officer</p> <p>Procurement Framework – on intranet</p>	<p>4 x 2 = 8</p>	<p>Training on Procurement delivered to Senior Managers and follow up training / guidance required during 2010.</p>	<p>4 x 1 = 4</p>	<p>First Class Resource Management</p>	<p>DCE</p>

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER
2010 v10 May 2010
(previous review v 8 January 2010)**

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
15	Information and IT Security. (13) 1. Lax security means that information is appropriately used. 2. Information (at whatever security level) is lost / mislaid / stolen from the organisation. 3. Fraud, reputation harmed	IT Security Policy Internal Audit reviews Monitoring of IT security by IT. Information Management Strategy. Code of Connection compliance	4 x 2 = 8	Review and update information strategy in the light of current priorities and implement resulting action plan (October 2010). Review and implement remote working and access practices (June 2010)	4 x 1 = 4	First Class Resource Management	SDI

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER**

2010 v10 May 2010

(previous review v 8 January 2010)

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
16	<p>Significant Disruptive Event (17) – was Unplanned Mass Staff Absence</p> <p>1. Any event that has a significant impact on the ability of the Council to deliver services.</p> <p>2. Internal or external event resulting in one or more of the following impacts:</p> <ul style="list-style-type: none"> a) Loss of staff for ‘usual’ service delivery b) Loss of premises c) Loss of key partners/suppliers d) Loss of infrastructure services <p>Both the National and Community Risk Registers have more information regarding the risk of specific events (e.g. Pandemic) occurring.</p> <p>3. Reduction in the ability of the Council to deliver services, possibly at a time of increased demand from the community.</p>	<p>Business Continuity Plans</p> <p>Norfolk Resilience Forum Response & Recovery Plans</p>	<p>4 x 2 = 8</p>		<p>4 x 2 = 8</p>	<p>First Class Resource Management</p>	<p>SDE</p>

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER**

2010 v10 May 2010

(previous review v 8 January 2010)

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
17	<p>Communications Strategy (19)</p> <p>1 . An effective Communications Strategy is not implemented, maintained and practiced.</p> <p>2. There is a risk that both External and Internal Communications are perceived to be or are actually poor.</p> <p>3. This may lead to the residents and communities becoming disengaged/ disaffected resulting in a reduced reputation as a community leader. It could also lead to staff and members becoming disengaged / disaffected resulting in a reduced reputation as an employer.</p>	<p><i>External</i> Committed to LGA Reputation campaign; Communication strategy Website development and improved functions</p> <p><i>Internal</i> The Briefing Team Briefings Intranet Members Bulletin Staff Survey</p>	4 x 2 =8	<p>Continue with Communications and Branding Board to ensure communication strategy is reviewed, updated, implemented and sustained.</p> <p>Communications strategy review complete (January 2010)</p>	3 x 1 = 3	First Class Resource Management	SDI

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER
2010 v10 May 2010
(previous review v 8 January 2010)**

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
18	<p>Local Government Review (3)</p> <p>That the services received by North Norfolk residents deteriorates and/or the council tax levied increases disproportionately to inflation with a loss of local decision making.</p>	<p>Preparing and anticipating impact of Local Government Reorganisation.</p> <p>Agreement to contribute to shared services study.</p> <p>Work Positively with the Boundary Committee.</p> <p>Keep Norfolk Local campaign</p>	2 x 3 = 6	<p>Awaiting decision from Judicial Review by Norfolk County Council.</p> <p>Information 17th May 2010 – New Government has said they will not pursue the Local Government Review.</p>	3 x 2 = 6	ALL	CE / Leader of the Council

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER
2010 v10 May 2010
(previous review v 8 January 2010)**

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
19	<p>Housing Stock Transfer warranties (15)</p> <p>1. Warranties given as part of the stock transfer may be claimed against.</p> <p>2. The Council could be liable to make payments against warranties.</p> <p>3. This could leave the Council unable to meet all of its financial commitments if this was not monitored.</p>	<p>Financial statements recognise liability</p> <p>Environmental insurance for the period 31/1/2007 to 30/1/2017</p> <p>Pension Board</p> <p>LSVT Reserve</p>	3 x 2 = 6	<p>Annual review to ascertain whether any changes.</p> <p>Environmental Health confirm there are no changes (24/11/2009)</p> <p>Within risk tolerance</p>	3 x 2 = 6	First Class Resource Management	DCE

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER**

2010 v10 May 2010

(previous review v 8 January 2010)

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
20	<p>Equalities and Diversity (20)</p> <p>1. Lack of corporate commitment, focus and allocation of resources.</p> <p>2. The stated progress on the Equalities and Diversity agenda is not made.</p> <p>3. Failure to deliver key corporate priority, presenting reputational risk to Council and criticism from Audit Commission and new Commission for Equalities and Human Rights</p>	<p>Regular monitoring by CMT / Cabinet / Scrutiny; Diversity and Equality Board; New Combined Equalities Scheme and Action Plan;</p> <p>Work programme to attain “Achieving” status of new Equality Framework for Local Government during 2010.</p>	3 x 2 = 6	<p>Corporate Equalities training delivered over period June 2009 – March 2010 – 320 staff and 32 members participated in training.</p> <p>Rolling programme of Equality Impact Assessments being taken forward Equality and diversity issues reported in formal reports through amendments to corporate report template</p>	2 x 1 = 2	First Class Resource Management	SDC

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER**

2010 v10 May 2010

(previous review v 8 January 2010)

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
21	<p>Human Resources policies / practices (21)</p> <p>1. The Council does not maintain and enforce robust HR policies and practices,</p> <p>2. There is a risk that the Council does not recruit, retain and develop good quality staff.</p> <p>3. This may result in lower or unacceptable standards or levels of service and a failure to realize our ambitions for the community</p>	<p>People strategy; Recruitment Policy; Terms, Conditions and Benefits; Training and development; Succession planning; Competency framework.</p>	<p>3 x 2 = 6</p>	<p>Within risk tolerance</p>	<p>2 x 1 = 2</p>	<p>First Class Resource Management</p>	<p>DCE</p>

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER**

2010 v10 May 2010

(previous review v 8 January 2010)

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
22	<p>Business Continuity Plan (22)</p> <p>1. The lack of a Business Continuity Plan (including IT Disaster Recovery plans)</p> <p>2. Business service failure; also a breach of statutory duty</p> <p>3. Reputational risk as result of audit/VFM failure.</p>	<p>Risk Management Board; Business continuity plan in place; Capture of issues from events here and in comparable organisations to enable learning; Training for key staff Planned testing/exercising; Back up power generation for whole building. Mutual aid arrangements Disaster Recovery (DR) contract; Develop DR and continuity plans and test Business Continuity Work group</p>	<p>3 x 2 = 6</p>	<p>Within risk tolerance</p>	<p>2 x 2 = 4</p>	<p>First Class Resource Management</p>	<p>SDE</p>

NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER
2010 v10 May 2010
(previous review v 8 January 2010)

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
23	Civil Contingencies / Emergency Planning (23) 1. Civil Contingencies / Emergency Planning measures and strategies not providing / or community resilience. 2. Reputational risk of not being able to provide for the Community. 3. Failure of statutory duty to plan and to be able to respond, in partnership with other agencies.	Risk Management Board; Business Continuity Plan County Partnership; Service Business Plans Community risk register (to provide focus for activity)	2 x 2 = 4	Flooding exercise Nov 2009 3 exercises planned 2010. Within risk tolerance	2 x 2 = 4	First Class Resource Management	SDE

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER
2010 v10 May 2010
(previous review v 8 January 2010)**

No	1. Cause of risk 2. Description of Risk or potential event 3. Consequence of risk happening	Existing Controls	Score (with controls) Impact x Likelihood = Total	Action (to achieve target score) and Date for action to be completed	Target Score Impact x Likelihood = Total	Corporate Objective / Service Priority	Officer *
24	Corporate Health and Safety. (24) 1. The Health and Safety policy and actions not embedded within the authority. 2. Staff and Members ignoring / being unaware of the policy and their responsibilities. 3. Injuries to staff and potential claims against the Council	Health and Safety Policy and workplan Training; H&S Coordinators; Risk assessments; Policy and Practice notes; Procurement strategy.	2 x 2 = 4	Within risk tolerance	2 x 2 = 4	First Class Resource Management	SDE

**NORTH NORFOLK DISTRICT COUNCIL
CORPORATE RISK REGISTER**

2010 v10 May 2010

(previous review v 8 January 2010)

Explanations

* CE = Chief Executive DCE = Deputy Chief Executive SDI = Strategic Director, Information
SDE = Strategic Director, Environment SDC = Strategic Director, Community

Impact:

5 Catastrophic	One of the authorities services would not survive.
4 Critical	Major impact on the achievement of the corporate plan.
3 Moderate	Significant impact on the success of the corporate plan.
2 Marginal	Some impact on the corporate plan.
1 Negligible	Insignificant impact on the corporate plan.

Likelihood:

5 Very High – Probability of occurrence above 90%
4 High - Probability of occurrence 60 - 90%
3 Moderate - Probability of occurrence 40 - 60%
2 Low - Probability of occurrence 10 - 40%
1 Very Low - Probability of occurrence below 10%

Three Corporate Objectives:

1 Active and Sustainable Communities 2 Natural Environment and Built Heritage 3 First Class resource Management

Nine Service Priorities under the objectives.

1.1 Housing 1.2 Employment and training 1.3 Leisure and Culture 1.4 Community Engagement
2.1 Environmental sustainability and biodiversity 2.2 Tourism 2.3 Planning and Coastal Management
2.4 A clean and pollution free district
3.1 First Class Resource Management