

Corporate Risk Register

Last updated:

01/12/20

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.</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. Which will be offset by £416k funding from Government to cover lost fees and charges income. Regular COVID expenditure monitoring to MHCLG, along with forecast income losses which are reviewed monthly.</p> <p>Briefing session for O&S and other Members regarding the MTFS and Income Generation/Savings plans.</p> <p>Impact of Spending Review to be modelled into the MTFS and Budget for 21/22</p>	<p>LC/JEC - Feb 2020 (complete)</p> <p>DE - August 2020 (complete)</p> <p>LH/JEC - Jan 2020</p> <p>LH - Dec 2020</p> <p>LH - Dec 2020</p>				

OPERATIONAL <i>Related to operational exposures within its organisation, its counterparties, partners and commercial interests</i> Risk - operational issues prevent or hinder the achievement of the Council's aims. Effect - the Council does not achieve it's operational or strategic aims.	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 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	DB (Dec 2020) RY/GOLD				

Contract failure - increased costs and operational disruption		Procurement Officer post established	arrangements currently in place				
Channel shift							
Failure of digital transformation strategy - increasing costs, reducing customer satisfaction, lack of efficiency, not making best use of technological advances		IT, Customer Services and Communication strategies Staff development processes in order to maintain technical competence DTP progress reports are provided to Cabinet and O&S on a six monthly basis to enable Member oversight	Review and update of IT strategy, Web Strategy and Customer Services Strategy. Digital Service Improvement has replaced the Digital Transformation programme, and will become part of the Council's Digital Strategy	SK (Dec 2020) SK (TBC)			
Assets							
Loss of information assets - reputational (hacking/theft), operational disruption, impact on customers		IT Strategy 2014/17 IT Security Policies Implementation of data security protocols IT Monitoring Data Protection training PSN Code of Connection compliance Regular audits of IT security arrangements Regular 3rd party data protection and integrity testing Information security and data protection training Information Risk Policy and Role Description GDPR guidance notes issued by legal. Staff have completed GDPR training. Information Asset Owners (IAO) identified and Article 30 spreadsheets complete.	Review and update of IT strategy, Web Strategy and Customer Services Strategy.	SK (Dec 2020)			

<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 Sinking funds to be reviewed as possible solution for funding asset repairs</p>	<p>RT/RG (April 2020) RG (Dec 2020) LH/RT/RG (Feb 2021)</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>

Local Economic position- impact on NNDR, revenue streams, higher demand for services, business failure, increased unemployment and deprivation		Corporate /Service Planning MTFS Treasury Management Strategy Fund Management advice from Arlingclose Economic Growth Strategy and Action Plan Development of temporary accommodation portfolio	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. Process to be repeated for Local Restrictions Support Grant and Additional Restrictions Support Grant. Operation of the Council Tax Hardship Fund.	SQ (Feb 2021) TG/LC (Jan 2021)				
National Economic position - central government funding challenges								
Global Economic position - potential negative impact on council investments resulting in reduced income								
<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>	4x3=12		4x3=12		3x3=9	SLT	↔	Amber
<p>The Council's income/expenditure challenges may put at risk some of the work streams identified in the Corporate Plan.</p> <p>Poor performance management leading to not knowing whether outcomes have been met.</p> <p>Optimism bias in terms of timescales and or cost projections hampers or prevents project delivery.</p>		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) complete SB (Jan 2021) DE (Aug 2020) complete PR (tbc) SLT (Dec 2020)				

<p>ENVIRONMENTAL AND SOCIAL <i>related to the environmental and social impact of the Council's strategy and interests</i></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>	5x3=15		5x3=15		4x3=12	SLT	↔	Amber
Climate Change								
<p>Inability to adapt to climate change - increased coastal erosion and flooding.</p> <p>Lack of Government funding - lack of ability to maintain coast defences and / or to support local coastal adaption needs.</p>		<p>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</p>	<p>Climate change forum Climate change identified as a key priority in the corporate plan</p>	SB (TBC)				
<p>Wider environmental objectives including projects from Delivery Plan and the 'Climate, Coast and Environemnt' theme.</p>			<p>There are 32 actions within the Delivery Plan which suport the 'Climate, Coast and Environemnt' 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 bill monitored through the InPhase performance management system and will not be reported individually here until schems 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>				
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<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>
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Ignorance or non observance of the Council's agreed governance protocols - poor or illegal decision making		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	Annual Governance Statement Assurance Statements Annual Audit Report	DE/ED/LH (June 2021) SLT (May 2021) FH (June 2021)	
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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	3x4=12		3x4=12		2x4=8	SLT	↔	Amber
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The Council is perceived as inefficient, unresponsive to local need, not transparent resulting in a poor reputation.		Communications Strategy 2016/19 Web Strategy 2011/15 Customer Services Strategy Governance Framework	Review of Communications Strategy Review of Web Strategy Review of Customer Services Strategy	JF (Dec 2020) SK (Dec 2020) DW/SK (Dec 2020)	
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CORPORATE PROJECT RELATED RISKS
Related to individual corporate project risks

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

- AS - Alison Sayer (Resilience Manager)
- DB - Debra Beckles (Procurement Officer)
- DE - Duncan Ellis (Head of Finance & Assets)
- DW - David Williams (Customer Services Manager)
- 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