

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Audit Committee		
DATE:	22 September 2025		
TITLE:	Q1 2025-2026 Corporate Risk Management Report		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Leader of the Council		
REPORT AUTHOR:	Debbie Ess – Corporate Performance Officer		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:									
The Q1 2025-2026 Corporate Risk Management Report is produced to update Audit Committee on changes to the corporate risk register.									
KEY ISSUES:									
<p>The risk register has undergone a detailed review by the Corporate Leadership Team and key improvements include a clearer format and allocated owners for the risks.</p> <p>In Q1, two new risks have been added to the register (R17 and R18), and risk R15 Devolution / Local Government Reorganisation has been divided into two risks (R15 and R16) to allow for both to be evaluated individually.</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 60%;">R15 Devolution</td> <td style="width: 40%; text-align: center;">Score 12</td> </tr> <tr> <td>R16 Local Government Reorganisation</td> <td style="text-align: center;">Score 20</td> </tr> <tr> <td>R17 H&S Compliance of Property Assets</td> <td style="text-align: center;">Score 12</td> </tr> <tr> <td>R18 Hunstanton sea defences</td> <td style="text-align: center;">Score 12</td> </tr> </table>		R15 Devolution	Score 12	R16 Local Government Reorganisation	Score 20	R17 H&S Compliance of Property Assets	Score 12	R18 Hunstanton sea defences	Score 12
R15 Devolution	Score 12								
R16 Local Government Reorganisation	Score 20								
R17 H&S Compliance of Property Assets	Score 12								
R18 Hunstanton sea defences	Score 12								
OPTIONS CONSIDERED:									
Not applicable.									
RECOMMENDATIONS:									
Members are requested to note the update.									
REASONS FOR RECOMMENDATIONS:									
In order to ensure the council meets its statutory obligations to ensure that it has 'effective arrangements in place for the management of risk'.									

1 Introduction

- 1.1 The Risk Management Policy and Strategy covering this reporting period were approved by Council in October 2022. The Corporate Leadership Team are reviewing these documents and a final version will be presented to the Audit Committee in November 2025.
- 1.2 The Terms of Reference for the Audit Committee include responsibility for monitoring the management of risk.
- 1.3 This update provides information about a variety of matters in the council's risk environment.

2 Review of the corporate risk register

- 2.1 The corporate risk register has been reviewed and the new reporting template has been populated with data for Q1 2025-2026. Ownership and accountability for each of the risks is allocated to individual officers of the Executive Team.
- 2.2 Two new risks have been added to the register in Q1, these are:
 - R17 H&S Compliance of Property Assets
 - R18 Hunstanton sea defences
- 2.3 Devolution / Local Government Reorganisation has been divided into two risks to allow both risks to be evaluated individually (R15 and R16). More detailed information for risks R15-R18 including the latest update is available at Appendix A.
- 2.4 In Q1, the risk scores were evaluated resulting in the following changes:
 - 20 to 12 – R9 Organisational change, projects from the Transformation Programme are being developed within the authority. These include the employee relation framework, HR digital data and values and behaviours workshops.
 - 12 to 8 – R12 Council owned companies, the governance health check recommendations have been rolled out for WNHC and WNPL, including completion of a full suite of governance documents, a company secretary function has been provided for over 18 months and the cyclical forward work programme for Shareholder Committee is now embedded for holding the companies to account. Improvements are still required but this is now taking place within an embedded governance framework. Additionally, Alive West Norfolk is in the process of being wound down.
 - 20 to 12 – R14 Cost of living, since August 2022 when this risk was added to the register, the inflation rate peaked at 11.1% in October 2022 and has gradually fallen to 3.8%. Although still above the government target of 2%, monitoring will continue over the coming months.
- 2.5 All of the highlighted changes are reflected on the risk scoring matrix. A new strategic and operational risk summary is available at Appendix B, providing members with an overview of the risk register for Q1 2025-2026.

		IMPACT				
LIKELIHOOD	Risk Scoring Matrix	1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Extreme
	5 Almost Certain	G	A	R	1, 3, 4, 16 R	R
	4 Likely		G	8, 15 A	R	R
	3 Possible		G	G	2, 5, 6, 7, 9, 10 11, 13, 14, 17, 18 A	R
	2 Unlikely			G	12 G	A
	1 Rare					G

3 Risk maturity assessment recommendations

3.1 The recommendations identified from the risk maturity assessment are currently in progress:

- revisions to the corporate risk register and introduction of a risk summary report have been implemented
- developing a more comprehensive risk appetite will be covered in the strategy review - November 2025
- risk management training for officers – to be implemented in Q3.

4 Corporate Priorities

4.1 The Corporate Risk Register is aligned with the Corporate Strategy 2023-2027 agreed in November 2023, and the 2025-2027 Action Plan adopted in July 2025.

5 Policy Implications

5.1 The updated register reflects emerging policy development related to Local Government Reorganisation and Devolution.

6 Financial Implications

6.1 The Corporate Risk Register is designed to assist senior management to identify and manage any financial implications identified through normal operations.

7 Personnel Implications

7.1 None.

8 Statutory Considerations

8.1 Account and Audit Regulations 2015 - s3(c) and the Accounts and Audit (Amendment) Regulations 2024. The council must ensure that it has 'effective arrangements for the management of risk'.

9 Equality Opportunity Considerations

9.1 None

10 Risk Management Implications

- 10.1 The council has in place a Risk Management Policy and Strategy.
- 10.2 The Corporate Risk Register records high level risks which pose a threat or opportunity to the council's objectives. It is a tool used by Corporate Leadership Team to help manage risk across the authority and is a key document within the governance controls applied within the council.

11 Environmental Implications

- 11.1 The risk register includes a number of climate change and environmental risks such as risks R5 - Continuity of service and R10 - Climate change mitigation and adaptation.

12 Recommendations

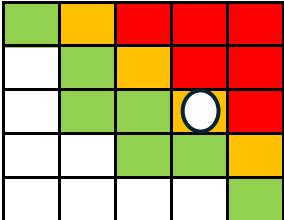
- 12.1 Members are requested to note the report.

13 Declarations of Interest / Dispensations Granted

- 13.1 None.

R15 – Devolution		Corporate Priority – Efficient and effective delivery of our services			
Impact of the Devolution process, particularly on access to investment / support, and ability to have a meaningful role in shaping the new Strategic Authority.					
Risk Owner Kate Blakemore Chief Executive Officer	Current score	12 (3x4)		Last reviewed	September 2025
	Previous score	New		Next review	January 2026
	Target score	12 (3x4)		Target date	TBC
	Unmitigated score	20 (4x5)		Origin date	December 2024
<div><div><div>Likelihood</div><div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div>					

R16 – Local Government Reorganisation			Corporate Priority – Efficient and effective delivery of our services		
Impact of Local Government Reorganisation, particularly capacity, ability to deliver “business as usual” services, staff recruitment and retention, resource availability and ability to take long-term decisions. The long-term impact of implementing Local Government Reorganisation which could result in reductions in service and service standards for residents and businesses.					
Risk Owner Kate Blakemore Chief Executive Officer	Current score	20 (4x5)		Last reviewed	September 2025
	Previous score	New		Next review	January 2026
	Target score	12 (3x4)		Target date	TBC
	Unmitigated score	25 (5x5)		Origin date	December 2024
<div><div><div>Likelihood</div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div></div></div></div>					

R17 – H&S Compliance of Property Assets		Corporate Priority – Efficient and effective delivery of our services		
The council's property infrastructure may be inadequate, non-compliant with health and safety or building regulations, or not fit for purpose, resulting in service disruption, increased costs, or risk to staff and public safety. Demonstrating compliance in the property portfolio across all the council's property assets irrespective of service area for the core H&S areas (fire, gas, legionella, lifts, asbestos, electrical testing (fixed and PAT)). This also needs to include vacant properties, green space and partnership working.				
Risk Owner Mark Parkinson Chief Operating Officer	Current score	12 (4x3)	Last reviewed	September 2025
	Previous score	New	Next review	January 2026
	Target score	9 (3x3)	Target date	Ongoing
	Unmitigated score	20 (5x4)	Origin date	September 2025
<div><div><div>Likelihood</div><div>Impact</div></div></div> <p>Impact = Major Likelihood = Possible</p>	Triggers	Likelihood factors (vulnerabilities)	Potential consequences	
	<ul style="list-style-type: none">Scheduled property inspections missed or lack of inspectionsDelays to planned maintenance or capital worksDiscovery of significant structural or safety issuesProblems in attracting responses to tenders for services/professional workLegislative changes or audit findingsFailure to meet accessibility or health and safety standardsLack of operations and maintenance manuals and built drawingsHigh staff turnover and inability to retain staffH&S compliance occupied, and directly used estate and checks for H&S obligations of tenants and licensees, covering both commercial and voluntary groups	<ul style="list-style-type: none">Ageing estate with maintenance backlogNon-commercial nature of estate, historic buildingsReplacement on failureLimited capital funding and constrained budgetsIncomplete asset condition dataReliance on third-party contractors and slow response timesHigh workload and under-resourced facilities teamDecentralised property services, not corporate landlord modelAssets required during standard office hours and 24/7Lack of continuity on knowledge of estate.Diverse portfolio of properties, services and usersLocal Government ReviewLegislative changesNew risks e.g. fibreglassTrainingContractor qualification and certificationsThird parties not providing relevant information	<ul style="list-style-type: none">Injury to staff, public or service users.Non-compliance with statutory requirements.Forced closure of operational sites or servicesFinancial and reputational damage ie finesIncreased insurance premiums, withdrawal of cover or enforcement actionIncreased reactive revenue spending, increased short calling on capital fundingIncome loss through extended marketing periods and/or reduced rents.Only reactive rather than proactive.Increased exposure to empty business rates.Non-compliance by tenants and licensees.Record keeping issues.Impact on health and wellbeing of staff.Criminal prosecutionEnvironmental incidentLoss of DEFRA and/or operating permit	

Latest update					
Strategic Asset Management Plan is in preparation and Internal Audit has reviewed property functions. Adoption of new model working involving work bundling and instruction to external partners, with payment on completion of tasks. Liaison meetings between estates and legal with new processes in place to manage workflows. Proposed power shutdown in November 2025 of Kings Court has resulted in cross service, service resilience reviews and an increased understanding and dialogue between parties and services. Fire safety responsibility report to CLT, clarifying responsibilities for all buildings. Fire Risk assessment commissioned through FCMS with supporting software and management system. Also subject to Internal Audit reviews and comments to be incorporated.					
Key Risk Indicators (KRI) and Key Control Indicators (KCI)			KRI or KCI	Current period	Previous period
Key Controls	Type (Preventive, Detective, Corrective)	Adequacy	Action Plan	Responsibility	Target date
Corporate H&S Risk register	P				
Asbestos management plan and register	P, D		Plans compiled, to be signed off and implemented.	All services	
Gas compliance	P, D, C		Corporate contract across all areas including specialist boiler	All services	In place, 18 months remaining
Lift testing contract and LOLA	P, D, C		Corporate contract in place	All services	
Management system (STAFFMIS) to be rolled out to service areas	P, D, C		Invitation to tender for property portfolio risk assessment statutory compliance.	Alive	
Fire Safety remedial actions	P, D		Fire risk assessments, briefing paper on fire doors for operational estate	All services	
Water management plan	P		Contract is out to tender for January 2026 start.	All services, Alive - pools	1 January 2026
PAT testing	P, D, C		Policy to be completed and signed off.	All services	30 September 2025
Plant maintenance and recalibration	P, C			All services	Subject to the Asset survey currently being commissioned
Specialist kit e.g. cremators and leisure centres	P, D, C	DEFRA permit requirements	Regular cyclical inspections, specialist contract to regulate sites	All services - Alive, Operations and Commercial	

R18 Hunstanton Coastal Defences		Corporate Priority – Protect our environment			
Significant capital works are required to be undertaken to the Hunstanton sea defences to maintain the existing flood defences to prevent failure.					
Risk Owner Mark Parkinson Chief Operating Officer	Current score	12 (4x3)		Last reviewed	September 2025
	Previous score	New		Next review	January 2026
	Target score	6 (3X2)		Target date	Ongoing
	Unmitigated score	16 (4x4)		Origin date	September 2025
<div><div>Likelihood</div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div> <div>Impact</div> <div>Impact = Major Likelihood = Possible</div>	Triggers <ul style="list-style-type: none">Geo Technical survey results showing need to complete capital worksFurther deterioration of flood defence conditionFurther coastal erosionDEFRA Flood Defence Grant in Aid (FDGiA) funding not available	Likelihood factors (vulnerabilities) <ul style="list-style-type: none">DEFRA FDGiA not covering all works/costsIneffective project managementCompeting with other major projectsLack of funding		Potential consequences <ul style="list-style-type: none">Structural failure of prom deckUndermining and structural failure of sea wallImpact on reputationIncreased flood and coastal erosionFlooding of property and potential loss of lifeImpact on amenity and tourism	
	Latest update <p>Further monitoring to be carried out to feed into a feasibility study to assess the works required. When the study has been completed, a detailed design can be drawn up and costed. Complete DEFRA FDGiA application to the local Regional Flood and Coastal Committee for funding.</p>				
Key Risk Indicators (KRI) and Key Control Indicators (KCI)			KRI or KCI	Current period	Previous period
Capital works to Hunstanton sea defences					
Key Controls	Type (Preventive, Detective, Corrective)	Adequacy	Action Plan	Responsibility	Target date
Existing reserve to fund project costs	P, D			D Robson S Ashworth	Ongoing
Additional monitoring and surveying	D, C			D Robson	Autumn 2025
SCAPE framework to design and build defences	P, C			D Robson	

IMPACT

Risk Scoring Matrix		1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Extreme
5	Almost Certain	G	A	R	R 1, 3, 4, 16	R
4	Likely		G	A 8, 15	R	R
3	Possible		G	G 2, 5, 6, 7, 9, 10 11, 13, 14, 17, 18	A	R
2	Unlikely			G 12	G	A
1	Rare					G

High 15-25	Risks scored at this level represent a high threat to the delivery of council objectives and service delivery and should be treated as a priority, action is required to reduce the rating to a score within tolerance or removed. Reporting on progress will be required to CLT/ Audit Committee/Cabinet until risk level is reduced to tolerance.
Medium 10-12	Risks scored at this level represent a medium threat to the delivery of council objectives and service delivery, proportionate mitigation and regular monitoring required. These risks can be managed at operational/service level but regular management review of assurance on control effectiveness should occur. Routine reviews should also be carried out to ensure there is no change.
Low 5-9	Risks scored at this level represent a low threat to the delivery of council objectives and service delivery. Review required to ensure risk score does not change/increase, however these risks can be managed operational/service level.
Very Low 0-4	Risks scored at this level represent an insignificant threat to the delivery of council objectives and service delivery. No further action is required.

Strategic Risk Summary

Ref	Risk title and description	Risk Owner	Target Risk Score	Previous Risk Score	Current Risk Score	Risk Direction
R1	Financial sustainability Ineffective management of finances leading to a lack of financial resilience as government funding reduces and demand increases.	M Drewery	6	20	20	↔
R2	Significant programmes/projects Impact on the delivery of council services due to the failure of major programmes/projects. A major programme/project being any project that can cause significant financial, legal, reputational or compliance issues or prevent the council from delivering a strategic priority or key objective.	K Blakemore	6	12	12	↔
R3	Facilitating and enabling growth The inability of the council to facilitate and enable the market to deliver the council's growth agenda. This failure may reduce investment in infrastructure, inward investment, job opportunities, new housing and commercial development therefore impacting on communities and businesses.	K Blakemore	6	20	20	↔
R8	Reputation management The risk that the council's reputation is damaged by major service failure, failure to respond to a significant incident(s), governance issues, dispute with a key partner, failure to deliver the corporate strategy.	K Blakemore	6	12	12	↔
R10	Climate change mitigation and adaptation Inability to mitigate and adapt to climate change - increased coastal erosion and flooding and failure to meet net zero target with consequent reputational issues.	K Blakemore	6	12	12	↔
R15	Devolution Impact of the Devolution process, particularly on access to investment / support, and ability to have a meaningful role in shaping the new Strategic Authority.	K Blakemore	12	New	12	
R16	Local Government Reorganisation Impact of Local Government Reorganisation, particularly capacity, ability to deliver "business as usual" services, staff recruitment and retention, resource availability and ability to take long-term decisions. The long-term impact of implementing Local Government Reorganisation which could result in reductions in service and service standards for residents and businesses.	K Blakemore	12	New	20	

Operational Risk Summary

Ref	Risk title and description	Risk Owner	Target Risk Score	Previous Risk Score	Current Risk Score	Risk Direction
R4	Community Cohesion The risk of various communities within the borough feeling excluded, disengaged or being unable to access available services and opportunities including, rural, deprived, minority and vulnerable communities and local businesses etc. Services and opportunities to include health, wellbeing, early intervention and prevention. Immediate and longer term economic and societal impact of a global pandemic on BCKLWN communities.	M Parkinson	6	20	20	↔

Ref	Risk title and description	Risk Owner	Target Risk Score	Previous Risk Score	Current Risk Score	Risk Direction
R5	Continuity of service The council's ability to effectively respond to a major emergency and maintain that response without affecting essential day to day service delivery. The risk is to both the council as a business continuity issue and to our vulnerable communities.	K Blakemore	6	12	12	↔
R6	Data management and security Deliberate or unintentional loss/disclosure of personal, sensitive, confidential or business critical information or breach of information governance legislation.	M Drewery	6	12	12	↔
R7	Corporate Governance The risk of failures in systems of governance within the council, within council owned/influenced organisations and partnerships and other collaboration arrangements, leading to governance issues, fraud and corruption, failures in management systems, poor policy and decision making.	A Baker	6	12	12	↔
R9	Organisational change Ensuring that the council, its members and its workforce have the skills, resources, ability and capacity to adequately respond to current and future organisational change meaning the council is able to deliver its services in the most efficient and effective manner.	M Drewery	6	20	12	↓
R11	Statutory compliance Implementation and maintenance of statutory compliance management systems. E.g. health and safety, service related legal obligations	A Baker	6	12	12	↔
R12	Council owned companies Managing performance, finances, liabilities and the relationship between the Council and its wholly owned companies in accordance with the governance agreements.	A Baker	6	12	8	↓
R13	Contract/Supply failure Managing contracts with key suppliers to ensure the continued delivery of an effective service and ensure delivery of the council's priorities and objectives.	A Baker	6	12	12	↔
R14	Cost of living The cost of living crisis caused by rapidly rising inflation (energy, food, household items, etc) and interest rates may result in more families and households experiencing poverty and unemployment, which may lead to increased levels of service demand on the Council and place additional pressure on front-line services, staff and councillors.	M Parkinson	6	20	12	↓
R17	H&S Compliance of Property Assets The council's property infrastructure may be inadequate, non-compliant with health and safety or building regulations, or not fit for purpose, resulting in service disruption, increased costs, or risk to staff and public safety. Demonstrating compliance in the property portfolio across all the council's property assets irrespective of service area for the core H&S areas (fire, gas, legionella, lifts, asbestos, electrical testing (fixed and PAT)). This also needs to include vacant properties, green space and partnership working.	M Parkinson	9	New	12	
R18	Hunstanton sea defences Significant capital works are required to be undertaken to the Hunstanton sea defences to maintain the existing flood defences to prevent failure	M Parkinson	6	New	12	