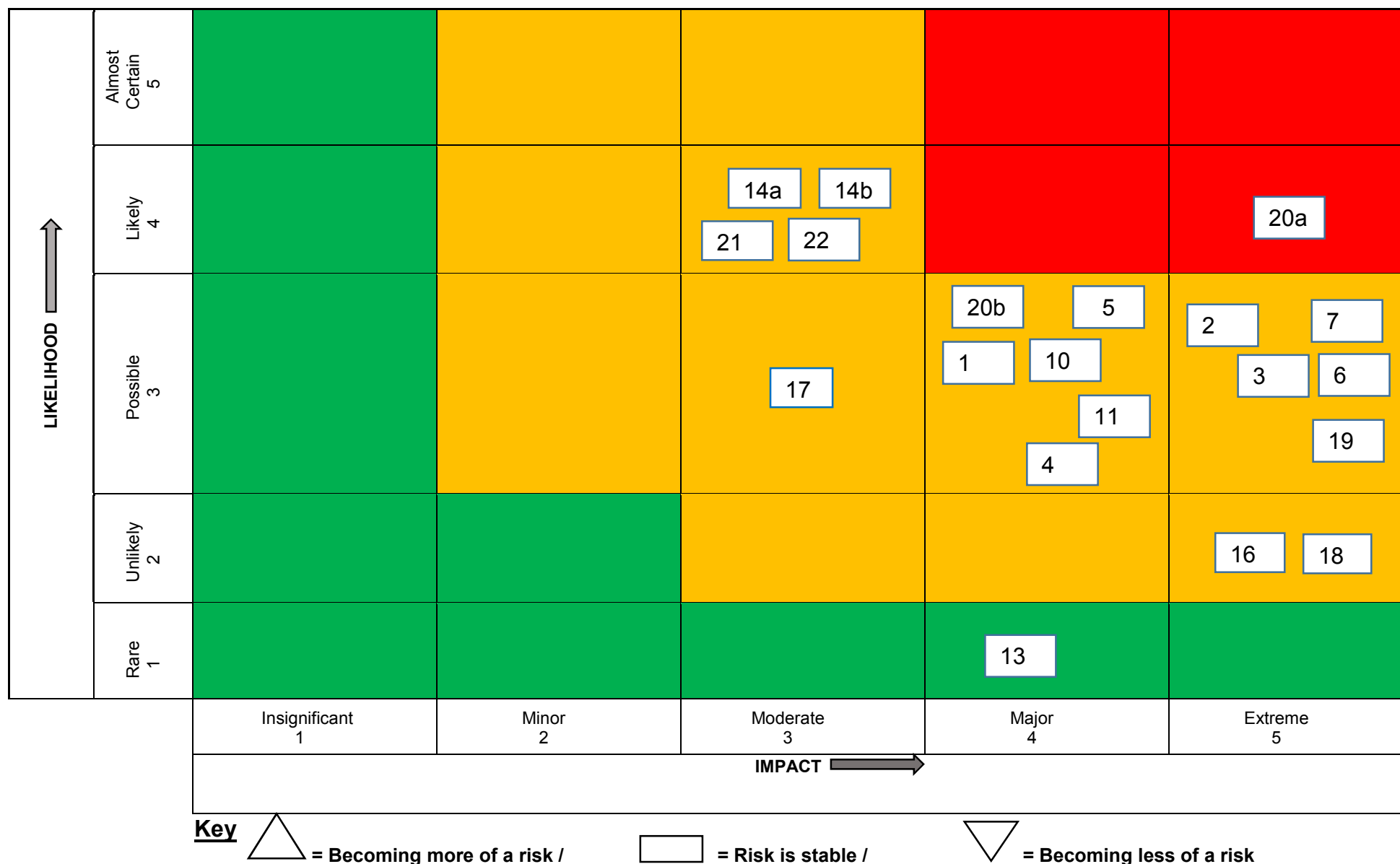


Corporate Strategic Risks - Heat Map



No.	Risk description	No.	Risk Description
1	The potential risk that County Infrastructure is not delivered at the required rate to support existing and future needs.	11	The potential risk of failure to implement and adhere to an effective and robust performance management framework.
2	The potential risk of failure to manage significant reductions in local and national income streams	13	The potential risk of failure of the governance protocols for entities controlled by the Council, either their internal governance or the Council's governance as owner. The failure of entities controlled by the Council to follow relevant guidance or share the Council's ambitions.
3	Potential reputational and financial risk to NCC caused by failure to comply with statutory and/or national/local codes of practice.	14a	The amount spent on home to school transport at significant variance to predicted best estimates.
4	The potential risk of failure to deliver effective and robust contract management for commissioned services.	14b	The amount spent on adult social care transport at significant variance to predicted best estimates.
5	The risk that we cannot provide modern desktop equipment that meets the needs of the organisation.	16	Failure to adequately embed Business Continuity into the organisation.
6	The potential risk of failure to effectively plan how the Council will deliver services over the next 3 years commencing 2015/16.	17	Failure to construct and deliver Norwich Northern Distributor Route (NDR) within agreed budget (£178.55m).
7	Potential risk of organisational failure due to data quality issues.	18	Failure to make the required improvements leading to take-over of Children's Services.
10	The risk of the loss of key ICT systems including: - internet connection; - telephony; - communications with cloud-provided services; or - the Windows and Solaris hosting platforms.	19	Failure to deliver a new fit for purpose social care system on time and to budget.
		20a	Failure to meet the long term needs of older people.
		20b	Failure to meet the needs of older people.
		21	Failure of Estate Management.
		22	Potential changes in laws, regulations, government policy or funding arising from the UK leaving the European Union which may impact on Council objectives, financial resilience and affected staff.