

**Review of Strategic Risk Register****Introduction**

The Risk Management Strategy, as updated in July 2024, aims to improve the effectiveness of risk management across the Council. Effective risk management will help to ensure that the Council maximises its opportunities and minimises the impact of the risks it faces, thereby improving its ability to deliver priorities, improve outcomes for residents and mitigating legal action and financial claims against the Council and subsequent damage to its reputation.

The Strategy provides a comprehensive framework and process designed to support both Members and Officers in ensuring that the Council is able to discharge its risk management responsibilities fully. The Strategy outlines the objectives and benefits of managing risk, describes the responsibilities for risk management, and provides an overview of the process that the Council has in place to manage risk successfully. The risk management process outlined within the Strategy should be used to identify and manage all risks to the Council's ability to deliver its priorities. This covers both strategic priorities, operational activities and the delivery of projects or programmes.

The Council defines risk as “the chance of something happening that may have an impact on objectives”. A risk is an event or occurrence that would prevent, obstruct or delay the Council from achieving its objectives or failing to capture business opportunities when pursuing its objectives.

**Risk Management**

Risk management involves adopting a planned and systematic approach to the identification, evaluation and control of those risks which can threaten the objectives, assets, or financial wellbeing of the Council. It is a means of minimising the costs and disruption to the Council caused by undesired events.

Risk management covers the whole range of risks and not just those associated with finance, health and safety and insurance. It can also include risks as diverse as those associated with reputation, environment, technology and breach of confidentiality amongst others. The benefits of successful risk management include:

- Improved service delivery with fewer disruptions, efficient processes and improved controls
- Improved financial performance and value for money with increased achievement of objectives, fewer losses, reduced impact and frequency of critical risks
- Improved corporate governance and compliance systems with fewer legal challenges, robust corporate governance and fewer regulatory visits
- Improved insurance management with lower frequency and value of claims, lower impact of uninsured losses and reduced premiums.

## Risk Management Process

The Council's risk management process has five key steps as outlined below.



Process Step	Description
<b>Risk Identification</b>	Identification of risks which could significantly impact the Council's aims and objectives – both strategic and operational.
<b>Risk Analysis</b>	Requires consideration to the identified risks potential consequences and likelihood of occurring. Risks should be scored against the Council's risk matrix
<b>Risk Treatment</b>	Treat; Tolerate; Transfer; Terminate – Identify which solution is best to manage the risk (may be one or a combination of a number of treatments)
<b>Completing the Risk Register</b>	Document the previous steps within the appropriate risk register. Tool for facilitating risk management discussions. Standard template to be utilised to ensure consistent reporting.
<b>Monitoring, reporting and reviewing the risks</b>	Review risks against agreed reporting structure to ensure they remain current and on target with what is expected or manageable.

**Risk Matrix**

		Risk – Threats					
Likelihood	Almost Certain – 5	5	10	15	20	25	
	Likely – 4	4	8	12	16	20	
	Possible – 3	3	6	9	12	15	
	Unlikely – 2	2	4	6	8	10	
	Rare – 1	1	2	3	4	5	
		Insignificant – 1	Minor – 2	Moderate – 3	Major – 4	Catastrophic – 5	
Impact							

Risk Rating	Value	Action
Red Risk	25	Immediate action to prevent serious threat to provision and/or achievement of key services or duties
	15 to 20	Key risks which may potentially affect the provision of key services or duties
Amber Risk	12	Important risks which may potentially affect the provision of key services or duties
	8 to 10	Monitor as necessary being less important but still could have a serious effect on the provision of key services
	5 to 6	Monitor as necessary to ensure risk is properly managed
Green Risk	1 – 4	No strategic action necessary

## Appendix 2

Strategic Risk Register – Summary of Proposed Changes

Inherent Risk – Gross risk **before** controls and mitigation

Residual Risk – Risk remaining **after** application of controls and mitigating measures

Risk	Inherent Risk	Residual Risk	Changes
<p>1. Failure to maintain effective corporate performance management and implement change management processes</p> <p><i>The position with regards to this risk is <b>unchanged</b>.</i></p>	20	<p>4</p>  <p><b>Green</b></p>	<p>The action to deliver the agreed Local Government Association (LGA) Peer Review Improvement Plan was fully completed.</p>
<p>2. Failure to obtain adequate resources to achieve service objectives</p> <p><i>Although the residual risk score does not need to change, it was considered that the position with regards to this risk had <b>worsened</b>.</i></p>	20	<p>16</p>  <p><b>Red</b></p>	<p>The impact of the local government financial settlement, which had not been favourable to district councils, means that this remains as one of the highest rated 'red' residual risks.</p> <p>A new action was added to monitor the impact of any reset in the Business Rates baseline as part of the anticipated Fair Funding Review.</p> <p>Sales, fees and charges income received is of key importance to the Council's financial sustainability. As a result of fluctuating activity, variations in planning application fee income was added as risk indicator.</p> <p>A new action was added to review Trade Waste operations and pricing structure to remain effective and competitive in the market and to report the findings to Cabinet.</p> <p>The action to present a report on planning appeals to this Committee was completed.</p>

Risk	Inherent Risk	Residual Risk	Changes
3. Failure to deliver the Housing Revenue Account (HRA) Business Plan  <i>The position with regards to this risk is unchanged.</i>	25	12  Amber	<p>The action to ensure compliance with legislation in the Social Housing (Regulation) Act 2023 was updated to refer to this legislation impacting the Council from October 2025.</p> <p>The action to assess the impact of the Government's rent setting policy as a key factor in providing resources for the HRA was updated to refer to 2026/27 onwards.</p>
3a. Failure to deliver a Housing Repairs and Compliance Service which meets Right to Repair and Compliance legislation  <i>The position with regards to this risk is unchanged.</i>	20	12  Amber	<p>The Fire Safety Policy and Asbestos Policy were added as key controls.</p> <p>A new action was added to complete the recruitment of a new Property Management Compliance Officer post in Asset Management and Development, as agreed by Cabinet.</p> <p>The action to update Capita Open Housing with M3 software to improve diagnosis of repair at first point of contact has been completed.</p>
4. Failure of strategic leisure initiatives  <i>The position with regards to this risk is unchanged.</i>	25	20  Red	<p>No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.</p>
5. Failure of Liberty Leisure (LLL) trading company  <b><i>The residual risk score has been revised after it was considered that the position with regards to this risk had improved.</i></b>	25	8  Amber	<p>No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.</p> <p>The company is currently forecasting a financial surplus for 2024/25 with efficient operating and improved revenues from membership sales.</p> <p><b>In view of the current trading position, it was agreed that the residual risk score be reduced from 12 to 8 (Amber Risk).</b></p>
6. Failure to manage the Beeston town centre development  <i>The position with regards to this risk is unchanged.</i>	25	9  Amber	<p>No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.</p>

Risk	Inherent Risk	Residual Risk	Changes
7. Not complying with legislation  <i>The position with regards to this risk is unchanged.</i>	25	6  Amber	<p>A new action was added to undertake tree management surveys, complete any required maintenance works; and provide a database to accurately record/track monitoring inspections.</p> <p>The action to ensure compliance with the Social Housing (Regulation) Act 2023 was updated to refer to this legislation impacting from October 2025.</p> <p>The action to ensure compliance with the PREVENT Duty; to produce annual Counter Terrorism Local Profiles and Situational Risk Assessments and to implement Martyn's Law was updated to include Hostile Vehicle Mitigation.</p> <p>The action to present a report on the risks and costs associated with planning appeal decisions to this Committee has been completed.</p>
8. Failure of financial management and/or budgetary control and to implement agreed budget decisions  <i>The position with regards to this risk is unchanged.</i>	25	4  Green	<p>A new action was added to ensure compliance with meeting transparency requirements relevant to public procurement, mandated by the Local Government Transparency Code 2015 in conjunction with the new Procurement Act 2023.</p> <p>A new action was added to share internal access to the corporate Contracts Register for enhanced management reporting.</p>
9. Failure to maximise collection of income due to the Council  <i>The position with regards to this risk is unchanged</i>	20	9  Amber	<p>A new action was added to monitor the impact of any reset in the Business Rates baseline as part of the government's anticipated Fair Funding Review.</p>
10. Failure of key ICT systems  <i>The position with regards to this risk is unchanged.</i>	25	15  Red	<p>This remains a high rated 'red' risk given the national picture in terms of cyber security and associated risks.</p> <p>No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.</p>

Risk	Inherent Risk	Residual Risk	Changes
11. Failure to implement Private Sector Housing Strategy in accordance with Government and Council expectations  <i>The position with regards to this risk is unchanged.</i>	20	4  Green	No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.
12. Failure to engage with partners/community to implement the Broxtowe Borough Partnership Statement of Common Purpose  <i>The position with regards to this risk is unchanged</i>	15	4  Green	No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.  The risk from Local Government Reorganisation will be monitored.
13. Failure to contribute effectively to dealing with crime and disorder  <i>The position with regards to this risk is unchanged</i>	15	3  Green	The action to maximise usage of Police and Crime Commissioner funding and the associated risk indicator were deleted as these are no longer relevant.
14. Failure to provide housing in accordance with the Local Development Framework  <b><i>The residual risk score has been revised after it was considered that the position with regards to this risk had worsened.</i></b>	20	12  Amber	The action to present a report on the risks and costs associated with planning appeal decisions to this Committee has been completed.  There was a slight update to the action to monitor the implications of the recent updates to the National Planning Policy Framework (NPPF) and the potential implications for housing delivery in the Borough.  <b>In view of the circumstances relating to the NPPF and housing delivery, it was agreed that the residual risk score be increased from 9 to 12 (Amber Risk).</b>
15. Natural disaster or deliberate act, which affects major part of the Authority  <i>The position with regards to this risk is unchanged</i>	15	12  Amber	No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.
16. Failure to mitigate the impact of the Government's welfare reform agenda  <i>The position with regards to this risk is unchanged</i>	20	4  Green	The action to identify those considered to be most vulnerable was deleted as this is now considered as 'business as usual' activity.

Risk	Inherent Risk	Residual Risk	Changes
<p>17. Failure to maximise opportunities and to recognise the risks in shared services arrangements</p> <p><i>The position with regards to this risk is unchanged</i></p>	20	<p>9</p>  <p><b>Amber</b></p>	<p>No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.</p> <p>The risk from Local Government Reorganisation will be monitored.</p>
<p>18. Corporate and/or political leadership adversely impacting upon service delivery</p> <p><b><i>The residual risk score has been revised after it was considered that the position with regards to this risk had worsened.</i></b></p>	20	<p>12</p>  <p><b>Amber</b></p>	<p>Recent changes have impacted on the political profile of the Council. This risk is also considered within the context of local government reorganisation.</p> <p>This risk will be kept under review and considered again after the County Council elections in May 2025.</p> <p><b>In view of the circumstances, it was agreed that the residual risk score be increased from 4 (Green Risk) to 12 (Amber Risk).</b></p>
<p>19. High levels of sickness</p> <p><i>Although the residual risk score does not need to change, it was considered that the position with regards to this risk had improved</i></p>	16	<p>6</p>  <p><b>Amber</b></p>	<p>The positive movement with the levels of sickness absence was noted.</p> <p>No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.</p>
<p>20. Inability to recruit and retain staff with required skills and expertise to meet increasing demands and expectations.</p> <p><b><i>The residual risk score has been revised after it was considered that the position with regards to this risk had improved.</i></b></p>	20	<p>8</p>  <p><b>Amber</b></p>	<p>Establishment turnover rates fell to 10% in Q3 which was comparable with national averages.</p> <p>The action to complete a review of Senior Officers pay in conjunction with an external partner has concluded.</p> <p>Following completion of the project to undertake Job Evaluation of all posts, a new action was added to review the Broxtowe Local Pay Scales by benchmarking against national scales.</p> <p>The risk from Local Government Reorganisation will be monitored.</p> <p><b><i>In view of the circumstances, it was agreed that the residual risk score be reduced from 12 (Amber Risk) to 8 (Amber Risk).</i></b></p>

Risk	Inherent Risk	Residual Risk	Changes
<p>21. Failure to comply with duty as a service provider and employer to groups such as children, the elderly, vulnerable adults etc.</p> <p><i>The position with regards to this risk is unchanged</i></p>	20	<p>4</p>  <b>Green</b>	No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.
<p>22. Unauthorised access of data</p> <p><i>The position with regards to this risk is unchanged</i></p>	20	<p>6</p>  <b>Amber</b>	No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.
<p>23. High volumes of employee or client fraud</p> <p><i>Although the residual risk score does not need to change, it was considered that the position with regards to this risk had worsened</i></p>	20	<p>4</p>  <b>Green</b>	<p>A new action was added to consider any learning from reported fraud cases and to review and update systems and controls accordingly.</p> <p>A new action was added to provide appropriate fraud awareness training for managers and officers, to include responsibilities when reviewing and approving payments and claims.</p>
<p>24. Failure to achieve commitment of being carbon neutral for the Council's own operations by 2027</p> <p><i>The position with regards to this risk is unchanged</i></p>	20	<p>12</p>  <b>Amber</b>	<p>A new action was added to consider how the Council's residual emissions will be offset.</p> <p>The risk from Local Government Reorganisation will be monitored.</p>

## Appendix 3

**Extract from the Strategic Risk Register – February 2025 – Entries Relating to the Highest Rated ‘Red’ Risks****Risk 2 - Failure to obtain adequate resources to achieve service objectives**

Risk Owner(s)	Inherent Risk	Residual Risk
<b>Deputy Chief Executive Head of Finance Services</b>	<b>20</b>	<b>16</b>

**Key Controls**

- Medium Term Financial Strategy
- Business Strategy
- Economic Regeneration Strategy
- Commissioning and Procurement Strategy
- Capital Strategy and Treasury Management Strategy
- Asset Management Strategy
- Energy Procurement Strategy
- Commercial Strategy
- Land Disposals Policy

**Risk Indicators**

- Formula grant
- Budget gap
- Fuel and energy prices
- Income levels
- Failed bids for external funding
- General economic indicators
- Interest rates
- Fluctuations in planning application fee income
- Cost of planning appeal decisions

**Action Points**

1. Review service objectives in response to changing resources
2. Identify and assess external funding opportunities and ensure any accompanying targets are met
3. Investigate and develop opportunities for shared service working
4. Monitor the impact of the collection of business rates upon resources available to the Council
5. Seek the disposal of surplus assets to generate additional capital receipts
6. Be alert to potential funding opportunities for town centre re-generation initiatives and other capital investment schemes.

7. Identify potential budget savings and maximising income generating opportunities
8. Maximise income from Commercial Property and Industrial Units.
9. Work collaboratively with Nottinghamshire local authorities to maximise the recovery of business rates income.
10. Assess the impact of the anticipated Fair Funding Review, including proposals for greater localisation of business rates and any reset in the baseline, upon the Council's finances.
11. Produce a new Commercial Strategy to replace the previous version, to be completed by March 2025.
12. Progress with the delivery of the Stapleford Towns Fund project.
13. Progress with the delivery of the Kimberley Mean Business project.
14. Develop a Town Investment Plan for Eastwood.
15. Complete the full recovery of the agreed tram compensation claim against Nottingham City Council.
16. Monitor the impact of inflation and the cost of living on the Council's service provision and its financial position.
17. Consider opportunities to utilise any identified surplus office space.
18. Assess the impact of the government's food waste policies and the potential receipt of New Burdens Funding to meet the additional capital and revenues costs associated with its delivery.
19. Monitor progress on the DWP's migration of existing Housing Benefit cases in to Pension Credit.
20. Be mindful of budget risks arising from planning appeal decisions and to report any uplift in costs to GMT at the earliest opportunity.
21. Review Trade Waste operations and its pricing structure to remain effective and competitive in the market and to report the findings to Cabinet.

## Risk 4 - Failure of strategic leisure initiatives

Risk Owner(s)	Inherent Risk	Residual Risk
Deputy Chief Executive	25	20

### Key Controls

- Leisure Facilities Strategy
- Leisure and Culture Service Specification
- Liberty Leisure Limited Business Plan
- External legal advice and support

### Risk Indicators

- Results of consultation exercises
- Progress against business plans
- Progress against capital programme
- Events impacting upon joint use agreements
- Visitor numbers at leisure facilities
- Income at leisure facilities
- Financial viability of Liberty Leisure Limited

### Action Points

1. Determine future strategy for investment in leisure facilities.
2. Review leisure opportunities arising from major developments.
3. Produce a programme to address the issues identified in the detailed property condition survey at Bramcote Leisure Centre.
4. Utilise external legal advice and support as required.
5. Work with Chilwell School to assess leisure facilities options at Chilwell Olympia Sports Centre and report back to Cabinet.
6. Forward plan any necessary capital repair works anticipated at Bramcote Leisure Centre and to submit, consider and profile the financial impact as part of the proposed Capital Programme.
7. Complete the planning application and development of detailed design (RIBA4) for a new replacement Bramcote Leisure Centre.
8. Establish a cross-party members group, supported by key officers in leisure, property and regeneration, to identify leisure opportunities in the north of the Borough.
9. Monitor progress with the development of the new Community Pavilion and Young People's Centre on Hickings Lane.

## Risk 10 - Failure of key ICT systems

Risk Owner(s)	Inherent Risk	Residual Risk
Executive Director Head of ICT and Corporate Services	25	15

### Key Controls

- ICT Strategy
- Service agreements
- Systems mainly supplied by external supplier
- Back-up server offsite
- Security Policies
- System availability
- Server virtualisation
- Provision of emergency power supply
- Identification of failure at points of entry
- Shared service arrangements with other local authorities
- Geo-location blocking on the firewall
- Warning, Advice and Reporting Point (WARP) service
- Cyber Security Information Sharing Partnership (CISP)
- Business Continuity Plans

### Risk Indicators

- Viruses
- Computer downtime
- Overrun/failure of overnight processing
- Key financial reconciliation processes
- Customer complaints
- Backlog of works
- Appropriate staffing resources to support key systems
- Number of security incidents
- Public Services Network (PSN) compliance

### Action Points

1. Monitor implementation of and regularly test the Business Continuity Plan for ICT Services
2. Pursue partnership working initiatives, where appropriate
3. Assess the impact of the National Cyber Security Standard.
4. Address the matters raised by the independent LGA specialist review of the Council's cyber-risk arrangements and key controls.