

Appendix 1**Review of Strategic Risk Register****Introduction**

The corporate Risk Management Strategy 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

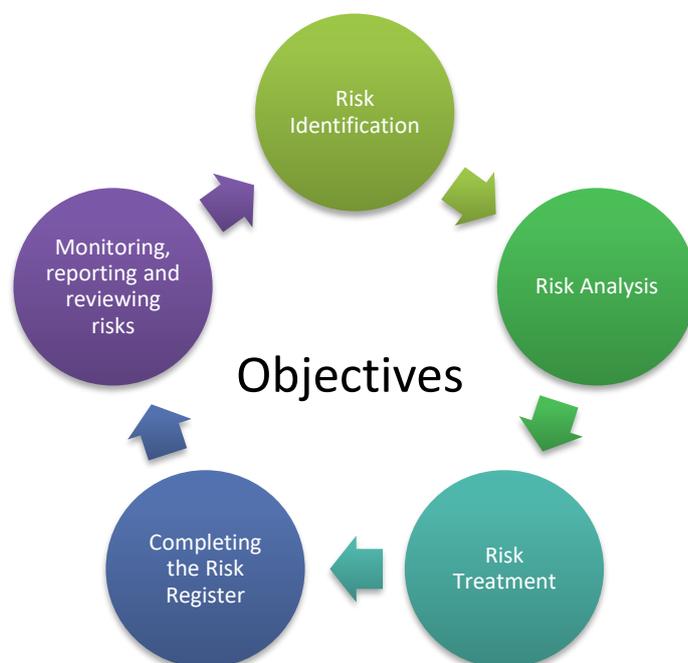
Risk management involves adopting a planned and systematic approach to the identification, evaluation and control of those risks which can threaten the objectives, assets, or financial wellbeing of the Council. It is a means of minimising the costs and disruption to the Council caused by undesired events.

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
Risk Identification	Identification of risks which could significantly impact the Council’s aims and objectives – both strategic and operational.
Risk Analysis	Requires consideration to the identified risks potential consequences and likelihood of occurring. Risks should be scored against the Council’s risk matrix
Risk Treatment	Treat; Tolerate; Transfer; Terminate – Identify which solution is best to manage the risk (may be one or a combination of a number of treatments)
Completing the Risk Register	Document the previous steps within the appropriate risk register. Tool for facilitating risk management discussions. Standard template to be utilised to ensure consistent reporting.
Monitoring, reporting and reviewing the risks	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>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> <p> Green</p>	<p>No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.</p> <p>The challenges of Local Government Reorganisation and changes at GMT could have an impact on this risk.</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 worsened.</i></p>	20	<p>16</p> <p> Red</p>	<p>The ongoing uncertainty surrounding the annual local government financial settlement means that this remains as a high-rated residual risk.</p> <p>The government recently consulted on the long-awaited 'Fair Funding Review 2.0'. This along with an associated Business Rates reset could have a significant impact upon the Council's finances. Figures will be confirmed as part of the Local Government Financial Settlement in December.</p>
<p>3. Failure to deliver the Housing Revenue Account (HRA) Business Plan</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>	25	<p>12</p> <p> Amber</p>	<p>The Social Housing Regulator inspection has commenced. This presents a significant risk to the Council as a social housing provider.</p> <p>The action to consider the outcomes and recommendations from the mock HQN audit and to develop and deliver on any subsequent action plans was supplemented with a new action to prepare for the Social Housing Regulator inspection and to consider and respond to the outcomes of the inspection.</p>

Risk	Inherent Risk	Residual Risk	Changes
<p>3a. Failure to deliver a Housing Repairs and Compliance Service which meets Right to Repair and Compliance legislation</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>12</p>  <p>Amber</p>	The action to consider the outcomes and recommendations from the mock HQN audit and to develop and deliver on any subsequent action plans was supplemented with a new action to prepare for the Social Housing Regulator inspection and to consider and respond to the outcomes of the inspection.
<p>4. Failure of strategic leisure initiatives</p> <p><i>The position with regards to this risk is unchanged.</i></p>	25	<p>20</p>  <p>Red</p>	The action to produce a programme to address the issues identified in the detailed property condition survey at Bramcote Leisure Centre has been completed and is being delivered as part of business-as-usual activity.
<p>5. Failure of Liberty Leisure (LLL) trading company</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>	25	<p>8</p>  <p>Amber</p>	<p>No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.</p> <p>The company had posted positive outturn figures for 2024/25 with efficient operating and improved revenues from membership sales.</p>
<p>6. Failure to manage the Beeston town centre development</p> <p><i>The position with regards to this risk is unchanged.</i></p>	25	<p>9</p>  <p>Amber</p>	A new action was added to respond effectively to the recommendations agreed following an Internal Audit of commercial properties.
<p>7. Not complying with legislation</p> <p><i>The position with regards to this risk is unchanged.</i></p>	25	<p>6</p>  <p>Amber</p>	The risk indicator of 'Backlog of compliance testing' was updated to 'Levels of compliance'.
<p>8. Failure of financial management and/or budgetary control and to implement agreed budget decisions</p> <p><i>The position with regards to this risk is unchanged.</i></p>	25	<p>4</p>  <p>Green</p>	No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.
<p>9. Failure to maximise collection of income due to the Council</p> <p><i>The position with regards to this risk is unchanged</i></p>	20	<p>9</p>  <p>Amber</p>	A new action was added to monitor the outcome of the recent government consultation on Council Tax administration.

Risk	Inherent Risk	Residual Risk	Changes
10. Failure of key ICT systems <i>The position with regards to this risk is unchanged.</i>	25	15  Red	This remains a high rated risk given the national/global picture in terms of cyber security and associated risks. No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.
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	No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.
14. Failure to provide housing in accordance with the Local Development Framework <i>The position with regards to this risk is unchanged.</i>	20	12  Amber	No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.
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	A new action was added to ensure that the ongoing maintenance arrangements are defined for the Chilwell Quarry site, including respective responsibilities. The Safety Advisory Group was added as a key control.

Risk	Inherent Risk	Residual Risk	Changes
<p>16. Failure to mitigate the impact of the Government's welfare reform agenda</p> <p><i>The position with regards to this risk is unchanged</i></p>	20	<p>4</p> <p> Green</p>	<p>The action to assess the impact of the Household Support Fund coming to an end in March 2026 was replaced with a new action to monitor the outcome of the potential merger of the Discretionary Housing Payments (DHP) and Household Support Fund into a new Crisis Resilience Fund.</p> <p>The Cost of Living Working Group was added as a key control.</p>
<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> Amber</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><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>12</p> <p> Amber</p>	<p>Two new actions were added to:</p> <ul style="list-style-type: none"> • Implement the necessary interim executive management arrangements from September 2025; and • Complete the recruitment process for a new permanent Chief Executive as the 'head of paid service' statutory officer.
<p>19. High levels of sickness</p> <p><i>The position with regards to this risk is unchanged</i></p>	16	<p>6</p> <p> Amber</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><i>The position with regards to this risk is unchanged.</i></p>	20	<p>8</p> <p> Amber</p>	<p>The action to complete a review of Broxtowe Local Pay Scales by benchmarking against national scales was completed.</p> <p>The risk from Local Government Reorganisation will be monitored.</p>
<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> <p> Green</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
22. Unauthorised access of data <i>The position with regards to this risk is unchanged</i>	20	6  Amber	No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk. System users are encouraged to adopt the principles of three-random-words for passwords to mitigate the risk of unauthorised system access.
23. High volumes of employee or client fraud <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.
24. <i>Failure to achieve commitment of being carbon neutral for the Council's own operations by 2027</i> <i>The position with regards to this risk is unchanged</i>	20	12  Amber	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.
25. Failure to respond to the outcomes of Local Government Reorganisation in Nottingham and Nottinghamshire	25	20  Red	New risk – see Appendix 3 for details.

Appendix 3

Extract from the Strategic Risk Register – September 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
Deputy Chief Executive Assistant Director Finance Services	20	16

Key Controls

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

Risk Indicators

- Local Government Finance Settlement
- Budget gap
- Fuel and energy prices
- Fees and charges and other 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 accompanying targets are met.
3. Investigate and develop opportunities for shared service collaboration.
4. Monitor the impact of the collection of Business Rates on the 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 regeneration initiatives and other capital investment schemes.

7. Identify potential budget savings and maximise income generating opportunities.
8. Maximise income from commercial properties 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 that will support the Business Strategy being refreshed as part of the annual budget setting process.
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. 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.
18. Monitor progress made by the DWP on the migration of existing Housing Benefit cases onto Pension Credit.
19. Be mindful of budget risks arising from planning appeal decisions and to report any uplift in costs to GMT at the earliest opportunity.
20. Review trade waste operations and its pricing structure to remain effective and competitive in the market and to report the findings to Cabinet.
21. Monitor the funding implications of the increasing scope of Domestic Homicide Reviews being completed by the Community Safety Partnership.

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 the Capital Programme
- Events impacting upon any 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. Utilise external legal advice and support as required.
4. Work with Chilwell School to assess leisure facilities options at Chilwell Olympia Sports Centre and report back to Cabinet.
5. 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.
6. Complete the planning application and development of the detailed design (RIBA4) for a new replacement Bramcote Leisure Centre.
7. 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.
8. Progress with the development of the new Community Pavilion and Young People's Centre on Hickings Lane.
9. Consider the outcomes of the asbestos survey at Bramcote Leisure Centre and to agree a robust management plan for the site in conjunction with Liberty Leisure Limited.

Risk 10 - Failure of key ICT systems

Risk Owner(s)	Inherent Risk	Residual Risk
Executive Director Assistant Director 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 officer 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.

Risk 25 – Failure to respond to the outcomes of Local Government Reorganisation in Nottingham and Nottinghamshire

Risk Owner(s)	Inherent Risk	Residual Risk
Chief Executive / All Chief Officers	25	20

Key Controls

- Council and Cabinet (Members)
- Leader of the Council and the Chief Executive
- LGR Management and Planning Groups
- Nottinghamshire Finance Officers Association (NFOA)
- External Consultants reports from PWC and CIPFA

Risk Indicators

- Political acceptance or non-acceptance of the LGR option proposals
- Recent MHCLG ministerial letter outlining spending restrictions on local authorities progressing through LGR (Structural Change Order) expected next year, including requirements for approvals for capital expenditure over £1m, recruitment to senior permanent roles and limits on surplus/disposal assets
- Potential pause/slowdown in the delivery key strategic priorities, e.g. new leisure centre, affordable housebuilding, economic regeneration
- Potential challenge in recruiting to vacant senior posts – impact on service delivery and additional agency costs
- Potential to pause/slowdown of investment in ICT, thereby impacting on improvements to efficiency and output productivity.

Action Points

1. Ensure that the Council is represented on the various Nottinghamshire LGR programme groups covering option 1b, option 1e and the potential City option when developed.
2. Establish an internal LGR Implementation Group to plan and co-ordinate the Council's response to LGR.
3. Provide regular update reports to Members through Cabinet and Council.
4. Update the Council LGR intranet webpages developed to continually engage with staff.
5. Programme staff engagement sessions to provide updates on LGR developments.
6. Ensure that the Chief Executive's weekly employee briefings to includes regular updates on LGR.
7. Complete the Broxtowe residents survey on LGR to gauge local public views.