Report of the Interim Deputy Chief Executive

Review of Strategic Risk Register

1.   Purpose of Report

To approve the amendments to the Strategic Risk Register and the action plans identified to mitigate risks.

2.   Recommendation

The Committee is asked to RESOLVE that the amendments to the Strategic Risk Register and the actions to mitigate risks as set out be approved.

3.   Detail

Insert detail
In accordance with the corporate Risk Management Strategy, the Strategic Risk Management Group met on 25 February 2026 to review the Strategic Risk Register. General Management Team (GMT) has since considered the proposals made by the Group. The objectives of the review were to:

- Identify the extent to which risks included in the register are still relevant
- Identify any new strategic risks to be included in the register
- Review action plans to mitigate risks.

A summary of the risk management process is included in **Appendix 1**. The Risk Management Strategy includes a '5x5' risk map matrix to assess both the threats and opportunities for each strategic risk in terms of both the likelihood and impact. The risk map is included to assist the understanding of the inherent and residual risk scores allocated to each strategic risk. These scores will be considered further and amended as necessary in due course.

Details of the proposed amendments to the Strategic Risk Register and actions resulting from the process are attached in **Appendix 2**. The full Strategic Risk Register incorporating the proposed amendments is available on the intranet. An extract from the register of the entries relating to the highest rated 'red' risks are included in **Appendix 3**.

4.   Financial Implications

The comments from the Interim Deputy Chief Executive and Section 151 Officer were as follows:

There are no direct financial implications that arise from this report. Any future additional budgetary requirements will be considered separately by Cabinet.

5.   Legal Implications

    The comments from the Head of Legal Services and Deputy Monitoring Officer were as follows:

    The Strategic Risk Register is the main mechanism used by the Council to identify, assess and monitor key risks. Whilst there are no direct legal implications arising from this report, it is important to assess whether the risks identified are being effectively mitigated and managed.

6.   Human Resources Implications

    There were no comments from the Human Resources Manager.

7.   Union Comments

    There were no Union comments in relation to this report.

8.   Climate Change Implications

    Climate Change is considered in this report as a strategic risk.

9.   Data Protection Compliance Implications

    This report does not contain any OFFICIAL(SENSITIVE) information and there are no Data Protection issues in relation to this report.

10.   Equality Impact Assessment

    As there is no change to policy an equality impact assessment is not required.

11.   Background Papers

    Nil.

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.
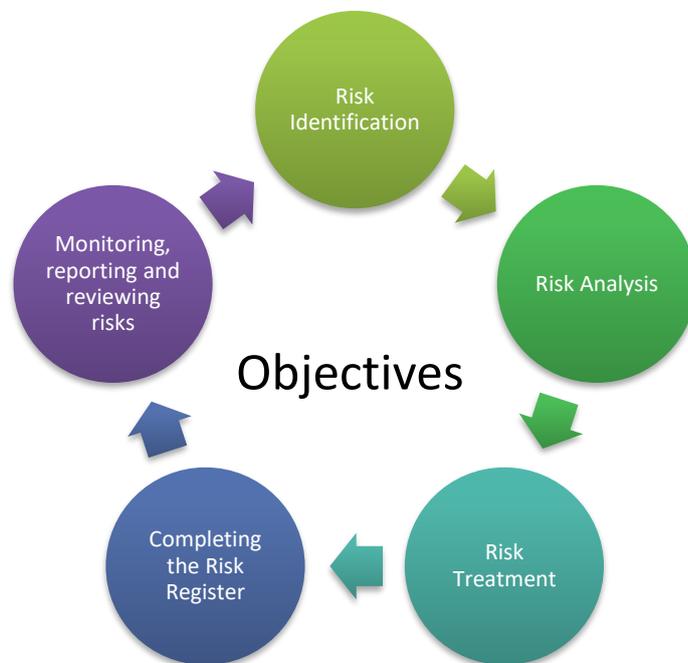
Process Step	Description
Risk Identification	Identification of risks which could significantly impact the Council's aims and objectives – both strategic and operational.
Risk Analysis	Requires consideration to the identified risks potential consequences and likelihood of occurring. Risks should be scored 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
1. Failure to maintain effective corporate performance management and implement change management processes *The position with regards to this risk is **unchanged**.*	20	**4** 🟢 **Green**	No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk. The challenges of LGR and changes at GMT could impact on this risk.
2. Failure to obtain adequate resources to achieve service objectives *The position with regards to this risk is **unchanged**.*	20	**16** 🔴 **Red**	Ongoing challenges surrounding the local government finance, with the latest settlement reflecting the outcome of the long-awaited Fair Funding Review The baseline for Business Rates has been fully reset, although transitional arrangements offer some income protection at least in the short-term. A new action was added to monitor the resourcing impacts arising from transitional arrangements in the run-up to Local Government Reorganisation. The action to review trade waste operations and its pricing to remain effective and competitive in the market had been completed.
3. Failure to deliver the Housing Revenue Account (HRA) Business Plan *Although the residual risk score does not need to change, it was considered that the position with regards to this risk had **worsened***	25	**12** 🟠 **Amber**	The Regulator for Social Housing (RSH) inspection has concluded with the outcomes published. The action to consider the outcomes and recommendations from the mock HQN audit, has been superseded by the action to consider and respond to the outcomes of the RSH inspection and to develop and deliver on any subsequent action plans. The improvement plan is being reported through Cabinet on a regular basis.

	Risk	Inherent Risk	Residual Risk	Changes
3a.	Failure to deliver a Housing Repairs and Compliance Service which meets Right to Repair and Compliance legislation ***The residual risk score has been revised after it was considered that the position with regards to this risk had worsened.***	20	**16** 🔴 **Amber**	The action to consider the outcomes and recommendations from the mock HQN audit and to develop and deliver on any subsequent action plans, has now been superseded by the action to consider and respond to the outcomes of the RSH inspection. **In view of the outcomes of the inspection and considering the compliance position and outstanding fire safety actions, it was agreed that the residual risk score should be increased from 12 (Amber Risk) to 16 (Red Risk).**
4.	Failure of strategic leisure initiatives *Although the residual risk score does not need to change, it was considered that the position with regards to this risk had **improved.***	25	**20** 🔴 **Red**	The action to complete the planning application and development of the detailed design for a new replacement Bramcote Leisure Centre has been completed. A new action was added to seek Cabinet approval of the business case to progress the scheme onto the construction and delivery stages. The action to progress with the development of the new Community Pavilion and Young People's Centre on Hickings Lane was completed.
5.	Failure of Liberty Leisure (LLL) trading company ***The residual risk score has been revised after it was considered that the position with regards to this risk had improved***	25	**9** 🟡 **Amber**	No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk. The company had continued to show positive financial and operational performance in 2025/26, with new income streams from the Hickings Lane Community Pavilion further strengthening the financial outlook. **In view of the company's financial performance continuing to be positive, it was agreed that the residual risk score could be reduced from 12 to 9 (Amber Risk).**

Risk	Inherent Risk	Residual Risk	Changes
6. Failure to manage the Beeston town centre development *The position with regards to this risk is **unchanged**.*	25	**9** 🟠 **Amber**	No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.
7. Not complying with legislation *The position with regards to this risk is **unchanged**.*	25	**6** 🟠 **Amber**	No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.
8. Failure of financial management and/or budgetary control and to implement agreed budget decisions *The position with regards to this risk is **unchanged**.*	25	**4** 🟢 **Green**	No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.
9. Failure to maximise collection of income due to the Council *The position with regards to this risk is **unchanged***	20	**9** 🟠 **Amber**	No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.
10. Failure of key ICT systems ***The residual risk score has been revised after it was considered that the position with regards to this risk had improved.***	25	**9** 🟠 **Amber**	Key controls and actions were updated to remove references to legacy shared service arrangements for ICT. Change Control Procedures was added as a key control. A new action was added to complete the relocation of the disaster recovery datacentre and ensure that this does not interrupt on regular backup regimes. A new action was added to complete annual reviews of business continuity plans and consider the potential impact of a cyber-attack and how services would respond and recover. **In view of the establishment and tested control framework in place to protect against the failure of key ICT systems, it was agreed that the residual risk score be reduced from 15 (Red Risk) to 9 (Amber Risk).**

Risk	Inherent Risk	Residual Risk	Changes
11. Failure to implement Private Sector Housing Strategy in accordance with Government and Council expectations *The position with regards to this risk is **unchanged***	20	**9** 🟠 **Amber**	A new action was added to complete a review of the Private Sector Housing Enforcement Policy for presenting to Cabinet for approval in June 2026.
12. Failure to engage with partners/community to implement the Broxtowe Borough Partnership Statement of Common Purpose *The position with regards to this risk is **unchanged***	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 *The position with regards to this risk is **unchanged***	15	**3** 🟢 **Green**	Environmental Enforcement (WISE) was added as a key control.
14. Failure to provide housing in accordance with the Local Development Framework *The position with regards to this risk is **unchanged***	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 *The position with regards to this risk is **unchanged***	15	**12** 🟠 **Amber**	The action to monitor the performance of the out-of-hours/call out service was updated to monitor the transition and performance impact relating to the out-of-hours service following a change in the service provider.
16. Failure to mitigate the impact of the Government's welfare reform agenda *The position with regards to this risk is unchanged*	20	**4** 🟢 **Green**	The action to monitor changes in government policy relating to winter fuel allowances and its potential impact on residents was no longer applicable.

Risk	Inherent Risk	Residual Risk	Changes
17. Failure to maximise opportunities and to recognise the risks in shared services arrangements *The position with regards to this risk is **unchanged***	20	**9** 🟠 **Amber**	A new action was added to identify all shared service arrangements and review respective governance and performance reporting arrangements. A new action was added to monitor the transition and performance impact relating to the out-of-hours service following a change in service provider.
18. Corporate and/or political leadership adversely impacting upon service delivery *The position with regards to this risk is unchanged*	20	**12** 🟠 **Amber**	No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.
19. High levels of sickness ***The residual risk score has been revised after it was considered that the position with regards to this risk had worsened.***	16	**9** 🟠 **Amber**	No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk. **In view of the challenges relating to the current levels of sickness (and long-term sickness) across services, it was agreed that the residual risk score be increased from 6 to 9 (Amber Risk).**
20. Inability to recruit and retain staff with required skills and expertise to meet increasing demands and expectations. ***The residual risk score has been revised after it was considered that the position with regards to this risk had worsened.***	20	**9** 🟠 **Amber**	There continues to be market challenges with to specialist technical and management roles. **In view of the challenges relating to recruitment and retention, particularly with impending Local Government Reorganisation, it was agreed that the residual risk score be increased from 8 to 9 (Amber Risk).**
21. Failure to comply with duty as a service provider and employer to groups such as children, the elderly, vulnerable adults etc. *The position with regards to this risk is **unchanged***	20	**4** 🟢 **Green**	No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.

Risk	Inherent Risk	Residual Risk	Changes
22. Unauthorised access of data ***The residual risk score has been revised after it was considered that the position with regards to this risk had worsened.***	20	**12** 🟠 **Amber**	Key controls were updated to reflect enhanced endpoint detection and response (XDR) which includes encrypted data and systems stored on immutable storage and Realtime Monitoring, Remediation and Mitigation Systems. A new action was added to implement a Security Operations Centre solution to ensure proactive responsive hunt threat protection. **In view of the circumstances relating to the national and global picture in terms of cyber security and associated risks, it was agreed that the residual risk score be increased from 6 (Amber Risk) to 12 (Amber Risk).**
23. High volumes of employee or client fraud *The position with regards to this risk is **unchanged***	20	**4** 🟢 **Green**	No significant changes were proposed to the key controls, risk indicators and action points for this strategic risk.
24. *Failure to achieve commitment of being carbon neutral for the Council's own operations by 2027* *The position with regards to this risk is **unchanged***	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**	The action to ensure the Council was represented on the various LGR programme groups covering options 1b, 1e, and the City option has been completed. A new action was added to ensure that the Council is fully engaged and represented at a strategic level and on the various programme groups for key workstreams set up to develop the proposed LGR outcomes.

Appendix 3

Extract from the Strategic Risk Register – November 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
- Compliance with grant funding conditions
- 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 that 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. Monitor the funding implications of the increasing scope of Domestic Homicide Reviews being completed by the Community Safety Partnership.

21. Monitor the resourcing impacts arising from transitional arrangements in the run-up to Local Government Reorganisation.

Risk 3a - Failure to deliver a Housing Repairs and Compliance Service which meets Right to Repair and Compliance legislation

Risk Owner(s)	Inherent Risk	Residual Risk
Chief Executive **Assistant Director Housing**	25	16

Key Controls

- Membership of Association of Retained Council Housing (ARCH)
- Membership of Chartered Institute of Housing (CIH)
- Housing Strategy
- Housing Revenue Account (HRA) Business Plan
- Repairs Policy
- Void Management Policy
- Garage Management Policy
- Gas Servicing Policy
- Electrical Servicing Policy
- Fire Safety Policy
- Asbestos Policy
- Damp and Mould procedure
- Tenant Satisfaction Measures

Risk Indicators

- Gas Servicing compliance
- Electrical Servicing compliance
- Fire Risk Assessment compliance
- Completion of asbestos surveys
- Number of unallocated jobs
- Number of appointments made and kept
- Number of repairs completed at first visit

Action Points

1. Complete training programmes for new and existing employees.

2. Review and retender clean and clearance contract.

3. Update Lettable Standard for void properties.

4. Review access procedures and use of legal powers.

5. Monitor the position with regards to Housing Disrepair claims and to respond efficiently and effectively to claims being received.

6. Consider the outcome of the consultation on proposed new time limits for repairs and begin to implement changes to meet expectations of proposed legislation.

7. Ensure that the required Fire Risk Assessments for Council properties (including housing dwellings) are completed and to review the outcomes to ensure compliance with the respective regulations.

8. Ensure that the required Asbestos surveys are completed and to review the outcomes in order to ensure compliance with the respective regulations.

9. Monitor the effectiveness of the Recharges Policy to increase the resources available to the HRA.

10. Consider and respond to the outcomes of the Regulator for Social Housing inspection and develop and deliver on any subsequent action plans.

11. Ensure ongoing compliance with new legislation in the Social Housing (Regulation) Act 2023.

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. 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.

7. Progress with the development of the new Community Pavilion and Young People's Centre on Hickings Lane.

8. Develop the outline proposals for a new Healthy Lifestyle Centre complex at Walker Street in Eastwood.

9. Seek Cabinet approval of the business case to progress the new replacement Bramcote Leisure Centre project onto the construction and delivery stages.

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. Establishment of an internal LGR Implementation Group to plan and co-ordinate the Council's response to LGR.

2. Regular update reports provided to Members through Cabinet and Council.

3. Council LGR intranet webpages developed to continually engage with staff.

4. Staff engagement sessions planned to provide updates on LGR developments.

5. Chief Executive staff weekly briefings to includes regular updates on LGR.

6. Ensure that the Council is fully engaged and represented at a strategic level and on the various programme groups for key workstreams set up to develop the proposed LGR outcomes.