













































## Corporate Risks


















Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
CRR_CED01 Equal pay claim		3	2	6
CRR_CED02 Insufficient staff capacity - skills, knowledge, and availability etc		3	3	9
CRR_DEG01 Inability to demonstrate a five-year supply of deliverable housing sites against the housing target leading to further development on unallocated sites		3	1	3
CRR_DEG02 Failure to properly manage our property assets		3	1	3
CRR_DEG04 Ability to deliver Rushcliffe Oaks project on time and within budget		3	2	6
CRR_DEG05 Ability to deliver Bingham Arena and Enterprise Centre project on time and within budget		2	2	4
CRR_DEG07 Failure to deliver the new core strategy in partnership with Greater Nottingham Housing Market area		2	3	6
<b>NEW</b> added June 2022 Mitigation: <ul style="list-style-type: none"> <li>Maintaining good relationships with Councillors and officers of the other local planning authorities preparing the Greater Nottingham Strategic Plan.</li> <li>Ensure the Planning Policy team has sufficient resources to progress plan-making in a timely manner.</li> <li>Close work with Rushcliffe Councillors throughout plan preparation, including updates to the LDF group and Cabinet.</li> </ul>				
CRR_DEG08 Failure to secure the Local Development Order for the Ratcliffe on Soar site		3	3	9
<b>NEW</b> added June 2022 Mitigation: <ul style="list-style-type: none"> <li>The Council is working closely with Uniper to help shape and inform the LDO. Councillors are being kept informed as the work progresses with updates to Cabinet and the LDF Group.</li> </ul>				

Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
CRR_FCS01 Failure to properly deal with community governance review legislation, Community Right to Challenge, and nominations for assets of community value		2	2	4
CRR_FCS02 Reduction in Government funding linked to New Homes Bonus Fairer funding and business rates reviews and the impact of the overall Comprehensive Spending Review		3	3	9
CRR_FCS03 Failure to prevent or detect fraud and corruption		2	2	4
CRR_FCS05 Revaluation of major business rate payer ie the impact of Ratcliffe on Soar Power Station closure		4	3	12
CRR_FCS06 Lack of funding from partners		2	3	6
CRR_FCS07 Central Government policy changes		3	3	9
CRR_FCS08 Inadequate capital resources		3	2	6
CRR_FCS09 Fee income volatility		2	4	8
CRR_FCS11 Increased demand for services		2	3	6
CRR_FCS12 Risk and return from Asset Investment Strategy		3	2	6
CRR_FCS13 Failure to deliver the Transformation Strategy		3	2	6
CRR_FCS20 Failure to properly manage and deliver significant projects		2	2	4
CRR_FCS21 Potential inflationary pressures, with volatility over prediction for budget	 to 	2 to 3	2 to 3	4 to 9
Impact and Likelihood increased from 2 to 3 as a result of continued rise in anticipated pay and energy costs and their knock-on effect.				
CRR_FCS22 Uncertainty around Government funding and changes to the business rates system with a one-year financial settlement		3	3	9
CRR_FCS23 ICT supplier goes out of business		3	2	6
CRR_FCS24 Long term loss/failure of main ICT systems		4	1	4
CRR_FCS25 Loss or compromise of sensitive data		3	2	6
CRR_FCS26 Short term loss/failure of main ICT systems		3	2	6




Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
CRR_FCS27 Threat of major successful cyber-attack		4	2	8
CRR_FCS28 Failure to comply with General Data Protection Regulation		4	2	8
CRR_FCS29 Loss or compromise of confidential or restricted information or data		3	2	6
CRR_FCS31 Increases in interest rates which potentially increases the burden if the Council has to borrow		3	2	6
<b>NEW</b> – added August 2022 - Replaces OR_FCS09 Loss of capital/lower interest earned on investments, due to current economic climate Mitigation: Budget setting, budget monitoring and use of TM advisors, application for certainty rate				
CRR_NS08 Failure of internal health and safety compliance or enforcement of health and safety		3	1	3
CRR_NS09 Unforeseen incidents happening at public events	 to 	4	2 to 1	8 to 4
Likelihood has been reduced from 2 to 1				
CRR_NS10 Failure of business continuity		3	2	6
CRR_NS11 Ineffective emergency planning arrangements		2	2	4
CRR_NS13a Response to flooding impacts on delivery of statutory services		2	3	6
CRR_NS13b Inadequate resources to respond to flooding incidents		2	2	4
CRR_NS18 Failure of public sector partnerships / withdrawal of financial support		2	2	4
CRR_NS19 Failure to safeguard children and vulnerable adults	 to 	3	1 to 2	3 to 6
Likelihood increased from 1 to 2 until staff have completed their refresher training				
CRR_NS21 Ensuring the Afghan Relocation Programme is supported in accordance with national guidance (funding and community cohesion)		2	1	2
CRR_NS22 Ensure the Homes for Ukraine Scheme is supported in accordance with national guidance (funding & community cohesion)		2	1	2
<b>NEW</b> added June 2022 Mitigation:				

Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
<ul style="list-style-type: none"> <li>Operate in accordance with national guidance and in partnership with NCC</li> </ul>				
CRR_NS23 Failure to deliver the Carbon management plan objectives		3	2	6
<p><b>NEW</b> added April 2022</p> <p>Mitigation:</p> <ul style="list-style-type: none"> <li>Delivery of the actions set out in the Carbon Management Action Plan</li> </ul>				





## Operational Risks

Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
OR_CED01 Threat of violence to staff		2	3	6
OR_CED02 Failure to comply with Equality legislation		2	1	2
OR_CED03 Risk to staff health due to their work		3	2	6
OR_CED04 Threat of Industrial Action		2	3	6
OR_CED05 Failure to meet major statutory duties or take on board new legislation	 to 	3 to 2	2	6 to 4
Impact reduced from 3 to 2 following successful recruitment Service Manager and Monitoring Officer position				
OR_CED06 Inadvertent illegal activity, taking illegal decisions	 to 	3 to 2	2 to 1	6 to 2
Impact reduced from 3 to 2 following successful recruitment Service Manager and Monitoring Officer position				
OR_CED07 Ability of the Borough Council to maintain frontline services in the event of a future wave of Covid-19	 to 	3 to 2	3	9 to 6
Reduced impact to minor based on previous 2 years' experience of COVID where we've continued to deliver services throughout the peaks of waves of infections				
OR_DEG01 Failure to manage legionella issues		2	2	4
OR_DEG02 Failure to manage asbestos in buildings under our control		2	1	2
OR_DEG03 Failure to maintain council owned trees		2	2	4
OR_DEG06 Cost of defending appeals for large scale residential developments and potential award of costs		2	1	2
OR_DEG07 Failure to determine major planning applications within 13 weeks or agreed period		3	2	6
OR_DEG08 Loss of income as a result of the refund of planning application fees under the provisions of the Government's Planning Performance and Planning Guarantee		2	3	6
OR_FCS06 Failure to manage and monitor budget		2	2	4

Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
OR_FCS07 Lack of implementation of financial controls	✓	2	2	4
OR_FCS08 Exposure to breach of VAT rules	⚠	3	2	6
OR_FCS10 Reputational risk to the Council following adverse media coverage	✓	2	2	4
OR_FCS11 Unauthorised access to IT systems	⚠	4	2	8
OR_FCS12 Partners closure of buildings where RBC has contact points	✓	2	1	2
OR_NS02 Disruption and lack of fuel preventing collection of domestic waste	✓	2	1	2
OR_NS20 Significant malfunction of core services/security risk at Council's temporary accommodation premises	✓	2	2	4
OR_NS25 Failure to deliver mandatory DFG grant due to insufficient staffing	✓ to ⚠	2 to 3	1 to 2	2 to 6
<p>Risk score was increased to 12 in May 2022 (impact 3 and likelihood 4). This has now been reduced due to mitigation put in place following a report to Cabinet on 12 July 2022:</p> <ul style="list-style-type: none"> <li>• Calls upon partner authorities in the County to explore transformational change to support a more equitable distribution of the Better Care Fund (BCF) which will assist in meeting local need and align with the aspirations to progress a County deal project with pooled resources.</li> <li>• Transfer £500,000 from the Support for Registered Housing Providers (RHP) budget (funded through the receipts set-aside from Large Scale Voluntary Transfer (LSVT) of housing stock) to support DFG costs.</li> <li>• Develop and implement an operational waiting list to prioritise applications in line with budget provision</li> <li>• Amend the current Council DFG policy to suspend the use of discretionary DFG funding until a review of the national formula is undertaken or the adoption of an alternative county model to administer DFG applications</li> <li>• Ensure an assessment is undertaken to consider the likely future demand and impact on the Medium-Term Financial Strategy (MTFS) and capital resources. The MTFS to be updated for 2023/24</li> <li>• Make representations to the Department for Levelling Up, Housing and Communities (DLUC) to review the Better Care Fund and national DFG formula to achieve a more equitable distribution of resources based on updated health and social care needs to achieve better health and wellbeing outcomes</li> </ul>				
OR_NS28a Increasing number of developments and greater opportunity for affordable housing	⚠	2	4 to 3	8 to 6
Likelihood decreased from 4 to 2 in February, however the removal of OR_NS28b Capital resources are utilised to support Affordable Housing (new 3.6m of s106 grant) has resulted in the review of this risk and the likelihood has increased from 2 to 3.				
OR_NS29 Lack of or inappropriate monitoring of the Council's contracts in place	✓	3	1	3

Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
OR_NS30 Lack of emergency accommodation for those at risk of homelessness, fleeing domestic violence and in crisis		2	2	4
OR_NS31 Increased number of residents presenting as homeless as a result of income reduction, loss of employment and domestic violence leading to a loss of homes		2	2	4
OR_NS34 Increased risk of ASB and other related safety concerns arising from the use an asylum contingency hotel by the Home Office for asylum seekers		4	2	8

## Opportunity Risk

Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
OPP_DEG01 Opportunity provided by Rushcliffe Oaks		4	4	16
OPP_DEG02 County Deals – failure to secure opportunities for greater collaboration and Government funding		3	3	9
OPP_FCS01 Increases in interest rates leading to higher interest income on cash balances that are invested		4	3	12
<b>NEW</b> August 2022 Mitigation: Budget monitoring, monitoring of interest rates				
OPP_NS01 Opportunity with the in-sourcing of Streetwise to provide other chargeable services to both public and private sector in line with the Council's charging policy		2	2	4
<b>NEW</b> June 2022 Mitigation: <ul style="list-style-type: none"> <li>Monthly budget meetings, marketing, opportunity for business development post in any new structure post Sept 2022</li> </ul>				



# Risk Threat and Opportunity Matrix

		Risk – Threats				Risk - Opportunities					
Likelihood	Likely 4	4	8	12	16	16	12	8	4	Likely 4	Likelihood
	Possible 3	3	6	9	12	12	9	6	3	Possible 3	
	Unlikley 2	2	4	6	8	8	6	4	2	Unlikley 2	
	Rare 1	1	2	3	4	4	3	2	1	Rare 1	
		Insignificant 1	Minor 2	Moderate 3	Major 4	Significant 4	Moderate 3	Minor 2	Insignificant 1		
		Impact				Impact					

**Table 1 Consequence / Impact**

This is a measure of the consequences of the identified risk

<b>Risk - Threats</b>		<b>Risk - Opportunities</b>	
<b>Impact</b>	<b>Thresholds and Description</b>	<b>Impact</b>	<b>Thresholds and Description</b>
1 – Insignificant	Financial Impact = <£10k  No adverse impact on reputation  No impact on partners	1 – Insignificant	Little or no improvement to service  Little or no improvement to welfare of staff / public  Little or no financial income / efficiency savings (less than £10k)  Little or no improvement to environment or assets  Little or no feedback from service users
2 – Minor	Financial Impact = £10k - £50k  Negative internal/ within sector impact on reputation  Negative partner impact	2- Minor	Minor improvement to service  Minor improvement to welfare of staff / public  Improvement that produces £10k - £50K of income / efficiency savings  Minor improvement to environment or assets  Positive user feedback

Risk - Threats		Risk - Opportunities	
Impact	Thresholds and Description	Impact	Thresholds and Description
3 – Moderate	Financial Impact = >£100k Negative Regional/Local impact on reputation Negative impact on key partnerships	3 – Moderate	Moderate improvement to service Moderate improvement to welfare of staff / public Improvement that produces £50k+ - £100k of income / efficiency savings Moderate improvement to environment or assets Positive local media contact
4 – Major	Financial Impact = >£250k Negative National reputation Key partners withdraw	4 – Significant	Significant improvement to service Significant improvement to welfare of staff / public Improvement that produces £100k+ of income / efficiency savings Significant improvement to environment or assets Positive local media coverage

**Table 2 Likelihood / Probability of Occurrence**

This measures the chance of the risk or opportunity occurring

Risk - Threats		Risk - Opportunities	
Likelihood	Thresholds and Description	Likelihood	Thresholds and Description
1 – Rare	Unlikely	1 – Rare	Opportunity has not been fully investigated but considered extremely unlikely to materialise
2 – Unlikely	Possible	2 – Unlikely	Opportunity has not been fully investigated; achievability is unproven / in doubt
3 – Possible	Probable within 2 years	3 – Possible	Opportunity may be achievable, but requires significant management, planning and resources
4 – Likely	Probable within 12 months	4 – Likely	Opportunity is achievable with careful management