






































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 |  to  | 3 | 3 to 2 | 9 to 6 |
| Likelihood reduced from 3 to 2. This is based on recruitment pressures generally seem to be better - more applications being received per post and departments up to full establishment numbers | | | | |
| 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_DEG07 Failure to deliver the new core strategy in partnership with Greater Nottingham Housing Market area |  to  | 2 | 3 to 2 | 6 to 4 |
| Likelihood reduced from 3 to 2. The likelihood of the risk has been changed from 3 (possible) to 2 (unlikely). This is because the plan has moved closer to completion and there are now no underlying disagreements between the four partner councils around issues such as housing targets or site allocations. If there had been, then the risks of the partnership failing would be much more possible. | | | | |
| 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 i.e. the impact of Ratcliffe on Soar Power Station closure |  | 3 | 3 | 9 |
| CRR_FCS06 Lack of funding from partners |  | 2 | 3 | 6 |
| CRR_FCS07 Central Government policy changes |  | 3 | 3 | 9 |

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|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|--------|------------|----------------|
| 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 |  | 2 | 4 | 8 |
| CRR_FCS20 Failure to properly manage and deliver significant projects |  | 2 | 2 | 4 |
| CRR_FCS21 Potential inflationary pressures, with volatility over prediction for budget |  | 3 | 3 | 9 |
| 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 |  | 2 | 3 | 6 |
| CRR_FCS24 Long term loss/failure of main ICT systems |  | 4 | 2 | 8 |
| CRR_FCS25 Loss or compromise of sensitive data |  | 3 | 2 | 6 |
| CRR_FCS26 Short term loss/failure of main ICT systems |  | 3 | 2 | 6 |
| 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 |
| 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 |  | 1 | 1 | 1 |
| CRR_NS10 Failure of business continuity |  | 3 | 1 | 3 |
| CRR_NS11 Ineffective emergency planning arrangements |  | 3 | 1 | 3 |

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|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------|------------|----------------|
| 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 | 1 | 2 |
| CRR_NS19 Failure to safeguard children and vulnerable adults |  | 3 | 1 | 3 |
| CRR_NS21 Ensuring the Afghan Relocation Programme is supported in accordance with national guidance (funding and community cohesion) |  | 2 to 1 | 1 | 2 to 1 |
| This risk is being reviewed and will be amended to consolidate other asylum related schemes i.e Homes for Ukraine, Syria etc | | | | |
| CRR_NS22 Ensure the Homes for Ukraine Scheme is supported in accordance with national guidance (funding & community cohesion) |  | 1 | 1 | 1 |
| CRR_NS23 Failure to deliver the Carbon management plan objectives |  | 3 | 2 | 6 |





Operational Risks

| Risk Code & Title | RAG Status | Impact | Likelihood | Current Rating |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------|----------------|
| OR_CED01 Threat of violence to staff |  | 2 | 2 | 4 |
| OR_CED02 Failure to comply with Equality legislation |  | 2 | 1 | 2 |
| OR_CED03 Risk to staff health due to their work |  | 2 | 2 | 4 |
| OR_CED04 Threat of Industrial Action |  | 1 | 1 | 1 |
| OR_CED05 Failure to meet major statutory duties or take on board new legislation |  | 2 | 2 | 4 |
| OR_CED06 Inadvertent illegal activity, taking illegal decisions |  | 2 | 1 | 2 |
| OR_CED07 Ability of the Borough Council to maintain frontline services in the event of a future wave of Covid-19 |  | 2 | 2 | 4 |
| 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 |  to  | 2 | 1 to 3 | 2 to 6 |
| Committee have refused two major (allocated) housing sites contrary to officer recommendation. Cost of defending appeals and payment of any costs claim awarded for unreasonable behaviour. | | | | |
| 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 | 4 | 8 |
| OR_FCS06 Failure to manage and monitor budget |  | 2 | 2 | 4 |
| OR_FCS07 Lack of implementation of financial controls |  | 2 | 2 | 4 |
| OR_FCS08 Exposure to breach of VAT rules |  | 3 | 2 | 6 |

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------|------------|----------------|
| 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 |  | 3 | 2 | 6 |
| OR_NS28a Increasing number of developments and greater opportunity for affordable housing |  | 2 | 3 | 6 |
| OR_NS29 Lack of or inappropriate monitoring of the Council's contracts in place |  | 3 | 1 | 3 |
| 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 |  | 2 | 1 | 2 |

Opportunity Risk

| Risk Code & Title | RAG Status | Impact | Likelihood | Current Rating |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------|------------|----------------|
| OPP_CED01 County Deals – failure to secure opportunities for greater collaboration and Government funding |  | 3 | 3 | 9 |
| Risk has moved service from Development and Economic Growth to Chief Executive's. | | | | |
| OPP_DEG01 Opportunity provided by Rushcliffe Oaks |  | 4 | 4 | 16 |
| OPP_FCS01 Increases in interest rates leading to higher interest income on cash balances that are invested |  | 4 | 3 | 12 |
| 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 |

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

| Risk - Threats | | Risk - Opportunities | |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Impact | Thresholds and Description | Impact | Thresholds and Description |
| 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 |