








































## Corporate Risks




Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
CRR_CED01 Equal pay claim - Submission of a substantial equal pay claim due to perceived inequality might result in financial consequences and potential low staff morale		3	2	6
CRR_CED02 Inadequate services – Increasing demands on employees from LGR, with insufficient training, will lead to the risk of poorer services impacting on the public, council reputation and staff morale	 to 	3	2 to 1	6 to 3
Note: the risk name has changed from Inadequate services - Delivery of inadequate services as a result of poor training and / or inadequate staffing resources leading to an adverse impact on reputation, finance and staff morale				
CRR_CED06 Health and safety - Health and safety risks are not managed adequately across the organisation as a result of insufficient resources and / or priority leading to increase accidents and potentially a breach of health and safety legislation		3	1	3
CRR_CED07 Elections - Failure by Returning Officer and elections staff to comply with the relevant legislation and/or deliver the practical aspects of the election as a result of improper resourcing or inadequate training leading to an adverse impact on reputation		4	1	4
CRR_CED08 Difficulty recruiting and retaining staff – Reduced ability to recruit or retain staff as a result of Local Government Reorganisation leading to an impact on service delivery, staff morale and reputation	 to 	3 to 2	3	9 to 6
Impact reduced from 3 to 2 following reduction in recruitment difficulty and high numbers of applicants for vacancies				
CRR_DEG01 Five-year housing supply - Inability to demonstrate a five-year supply of deliverable housing sites against the housing target potentially leading to a lack of new homes for potential residents, and an increased possibility of further development on unallocated sites		3	2	6
CRR_DEG02 Council Assets - Failure to manage our land and building assets (including trees) and meet with Landlord Compliance as a result of a lack of resources and/or inadequately trained staff potentially leading to damage to our assets or harm to the public		3	1	3

Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
CRR_DEG03 Rushcliffe Oaks Crematorium not meeting the business model targets as a result of lower than forecast numbers of cremations being carried out, impacting on the internal rate of return and therefore longer return on investment		3	2	6
CRR_DEG07 Greater Nottingham Strategic Plan - Joint Greater Nottingham Strategic Plan not delivered within the timescale set by government could lead to unplanned development and/or increased costs associated with developing own Strategy		2	2	4
<del>CRR_DEG10 Flintham Compulsory Purchase Order (CPO) – Legal action and CPO fail to deliver outcomes desired at Flintham to make the site safe and available for development</del>	<del></del>	<del>3</del>	<del>2</del>	<del>6</del>
<b>Risk removed</b> Work was undertaken to remediate the safety of buildings on site.				
CRR_DEG11 UKSPF Compliance - UKSPF submission to government unsupported leading to the financial risk of unsupported projects and potential loss of future funding and ability to realise the borough wide benefits		4	1	4
CRR_DEG12 Gamston SPD – Uncoordinated development takes place as a result of the Gamston supplementary planning document not being approved in a timely manner potentially leading to a disjointed community lacking in the necessary infrastructure		3	3	9
<b>Mitigation:</b> Regular meetings with the developers are ongoing and additional consultants have been secured to support with specialist areas. A planning performance agreement is being works upon to identify timescales and additional funding for resources to ensure work can continue in a timely manner to develop the SPD. Resources within the team are being reviewed to ensure resilience and resource is in place to support this project.				
CRR_DEG13 Impact of changes to government planning policy and legislation – Levelling-Up – Challenges in the implementation of the changes to legislation and NPPF changes, as a result of impact on resources, expertise and budget constraints, may lead to uncoordinated development, loss of income and damage to the Council's reputation		3	2	6
CRR_FCS01 Failure to deliver legislation - Community is not properly represented leading to potentially poorly actioned community governance review petition, community right to challenge, or asset of community value nomination resulting in non-compliance with legislation		2	2	4










Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
CRR_FCS02 Reducing New Homes Bonus – Changes to Government policy or local circumstances could lead to adverse impacts of reduced funding and / or income and, consequently, a budget deficit	 to 	3 to 2	3	9 to 6
The budget for New Homes Bonus has been reduced to zero. The impact of NHB ceasing with no replacement is therefore mitigated.				
CRR_FCS03 Fraud identification - Inadequate or poorly executed internal controls failing to prevent or detect fraud may lead to financial and/or reputational losses		2	2	4
CRR_FCS05 Reduction in the Business Rates base - loss of major business rates payer reducing the rates collected leading to a potential budget deficit	 to 	3	3 to 2	9 to 6
The business rates income received from Ratcliffe on Soar Power Station has now been removed from the budget. The likelihood of other major ratepayers being removed from the rating list is considered unlikely.				
CRR_FCS07 Centralised policy changes - Changes to Government policy that result in an increase in demand on resources leading to a reduction in capacity of the Council to undertake other activities and inability to deliver identified priorities		3	3	9
<b>Mitigation:</b> Continue to monitor as part of budgetary process				
CRR_FCS08 Capital resources - Reduced capital receipts and/or insufficient balances in capital reserves resulting in an inability to deliver the capital programme preventing delivery of services and generation of new income streams		3	2	6
CRR_FCS09 Local economic changes - Changes in the economic environment, such as the cost of living crisis or a recession, may affect consumer behaviour in terms of their take-up on Council services resulting in insufficient income to support the budget		2	4	8
CRR_FCS11 Increased Service demand – Increase in population resulting in higher demand for services leading to expected increased cost and increased service pressures		2	3	6
CRR_FCS13 Insufficient staff resources or external factors such as customer spending or increased costs leading to a failure to deliver transformation and efficiency projects which may		2	4	8











result in a budget deficit, reputational damage and potentially measures put in place to balance the budget position				
Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
CRR_FCS21 Inflation - Potential inflationary pressures due to changes in the economic environment leading to increased costs and volatility over prediction for budget		3	3	9
<b>Mitigation:</b> To monitor budgets and reports any overspends at performance clinics, ongoing negotiation of contracts. Budgets for contracts reflect inflation projections increase in contingency budgets. General contingency increased and allocation from 21/22 efficiencies				
CRR_FCS22 Central Government funding - Uncertainty around Government funding with a one-year financial settlement and delays to Government reforms leading to certainty over the budget for one year only impeding longer term planning		3	3	9
<b>Mitigation:</b> Attending budget workshops and seminars and keeping abreast of latest developments. Sensitivity analysis and scenario planning as part of budget modelling				
CRR_FCS23 Loss of ICT supplier - Key ICT services are disrupted as a result of suppliers going out of business leading to a potential loss of data or systems and a negative impact on the Council's ability to meet customer needs		2	3	6
CRR_FCS24 Failure of ICT systems - Council services are negatively affected by the potential short or long-term loss or failure of ICT systems leading to an inability to meet the needs of the Council's customer		4	2	8
CRR_FCS25 Sensitive data lost or compromised as a result of inadequate systems, controls or staff training may lead to negative impact on residents, damage to the Council's reputation and a potential fine from the ICO		3	2	6
CRR_FCS27 Cyber-attack - Council services or data are negatively affected as a result of major successful cyber-attack leading to short- or long-term disruption to services, damage to the Council's reputation and financial loss		4	2	8

Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
<del>CRR_FCS31 Borrowing costs – Reduction in cash balances requiring the Council to externally borrow at a time when interest rates are high leading to uncertain increased interest costs</del>		<b>3</b>	<b>2</b>	<b>6</b>
<b>Removed:</b> The Council do not anticipate needing to borrow in line with existing Medium Term Financial Strategy and associated reserves.				
CRR_FCS32 Business Continuity - Being unable to deliver critical services during a disruption, such as unprecedented demand, failure to negotiate contract continuation, or weather-related incident, and / or return to business as usual after a disruption as a result of inadequate preparation		<b>3</b>	<b>1</b>	<b>3</b>
CRR_FCS33 Failure of partnerships - Council is unable to continue to deliver a specific service or project as a result of the withdrawal of funding support from a public sector partner leading to potential negative impacts on the community and reputational damage		<b>3</b>	<b>2</b>	<b>6</b>
CRR_FCS34 Break in service delivery - Risk to the ability of the Council to seamlessly deliver services during reorganisation leading to potential negative impact on residents due to a break in delivery of critical services		<b>4</b>	<b>4</b>	<b>16</b>
<b>Mitigation</b> Participate in working groups involved in Local Government Reorganisation and look to identify potential risk areas and put contingency plan in place				
CRR_FCS35 Risk to MTFS - Risk to the Medium Term Financial Strategy (MTFS) as a result of changes in the structure of local government and on transition to a new authority leading to destabilisation of the budget		<b>4</b>	<b>4</b>	<b>16</b>
<b>Mitigation:</b> Participate in working groups and participate in local discussions on the Local Government Reorganisation plans				
CRR_NS11 Emergency planning - Failure to respond adequately in an emergency situation as a result of inadequate preparation or management leading to a potentially greater impact on the community, Council finances and / or reputation		<b>3</b>	<b>1</b>	<b>3</b>
CRR_NS19 Safeguarding children and vulnerable adults - Avoidable safeguarding incident realised as a result of inadequate internal safeguarding arrangements and training leading to increased harm to the subject and potential for legal action against the Council		<b>3</b>	<b>1</b>	<b>3</b>



Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
CRR_NS22 Asylum Relocation schemes - Failure to deliver the national relocation schemes (Asylum, Homes for Ukraine (HFU), Afghan Relocation Programme) in accordance with national guidance as a result of insufficient temporary or permanent accommodation which could lead to failures to support vulnerable refugees and result in poor publicity for the Council		2	2	4
CRR_NS23 Carbon Management Plan - Failure to deliver the Carbon Management Plan as a result of inadequate resourcing and prioritisation leading to the Council potentially missing its 2030 Carbon Neutral target		3	2	6
CRR_NS35 - CCTV Cameras - Potential non-compliance with ICO requirements as a result of loss of experienced resource leading to a potential reputational and legal impact on the Council		3	3	9
<b>Mitigation:</b> Exploring viable options with external partners to ensure continued service delivery and compliance with legal requirements.				

## Operational Risks






Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
OR_CED01 Violence towards staff - Violence towards frontline staff undertaking their duties due to failure to adequately prepare staff with the training or equipment to keep themselves safe may lead to harm, or fear of harm, to frontline staff		2	2	4
OR_CED02 Perception of inequality, or actual inequality by a member of the public, staff or councillor with a protected characteristic as a result of failure to carry out an Equality Impact Assessment could lead to adverse publicity, financial repercussions		2	1	2
OR_CED03 Staff accidents - Increased number of staff accidents or injuries as a result of inadequate control of the workplace and/or working practices might result in more staff being off sick and potential HSE sanctions for the authority		2	2	4
OR_CED04 Industrial action - Unionised staff strike because of perceived inadequate pay and /or conditions leading to pressures in the delivery of front-line services		1	1	1
OR_CED05 Compliance with statutory duties - Failure to comply with the relevant legislation due to a lack of training or internal control leading to an adverse impact on reputation, finances and or staff morale		2	2	4
OR_DEG06 Planning Appeals - An increase in the number of planning appeals lodged against the Council as a result of planning applicants being dissatisfied with the decision made leading to higher levels of demand on officer time including the Council's budget		2	3	6
OR_DEG07 Missing planning deadlines - Major planning and related applications not determined within specified timescales as a result of insufficient resources and/or inefficient processes that could result in Government intervention and reputational damage		3	2	6
OR_DEG08 Missing Planning targets - Missing targets under the Planning Performance and Planning Guarantee as a result of insufficient resources or unmanageable levels of complexity leading to a probable loss of income and reputational damage		2	3	6
OR_FCS06 Budget monitoring - Failure to identify fraud/error/significant financial overspends resulting from failure to undertake regular detailed budget monitoring and to follow reporting procedures leading to budget overspend		2	2	4

Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
OR_FCS08 VAT Compliance - Inadequate controls to detect and prevent errors and staff not trained or following procedures which could lead to breach of VAT rules and subsequently increased scrutiny and penalties from HMRC		3	2	6
OR_FCS10 Resident satisfaction - Decrease in resident satisfaction as a result of adverse media coverage leading to reputational damage to the Council		2	2	4
OR_FCS11 Damage to, or loss of, Council information due to unauthorised access to IT systems could result in reputational damage to the Council, internal damage to IT systems and the need to take remedial action to rectify any damage to data		4	2	8
OR_FCS12 Council is unable to deliver in person services to customers as a result of the closure of partner's buildings where RBC has contact points leading to a potential negative impact on the community and reputational damage to the Council		2	1	2
OR_FCS13 Economic environment - Fluctuations in economic environment as a result of political and economic instability leading to decrease in capital value of pooled investments ultimately resulting in a negative financial impact on the general fund and therefore taxpayer		3	2	6
OR_FCS14 Capital programme - Increased cost of capital programme as a result of increases in demand or rising prices resulting in an inability to deliver the capital programme preventing delivery of services and generation of new income		2	3	6
OR_FCS15 Failure of partner - Council is forced to find alternative supplier or bring back in-house a service ceasing to be delivered by a public sector partner leading to increased costs and operational pressure		1	2	2
OR_FCS16 Decline in pooled investments - Risk of financial loss resulting from the decline in the capital value of pooled investments		4	2	8
OR_FCS17 Loss of Housing Benefit subsidy - New Supported Accommodation provided by non-Registered Provider (Charity / CIC's) – loss of HB subsidy		1	1	1
<b>Mitigation</b> - Monitor new applications for supported accommodation and use of specialists to challenge rent levels (Monitoring cash balances and liability benchmark, profiling borrowing when necessary, in accordance with Treasury advice)				
OR_NS25 Housing Disabled Facilities Grant – Failure to fund adaptations to residents' homes through the mandatory Disabled Facilities Grant due to poor financial planning leading to a possible loss of quality of life for disabled residents		3	2	6



Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
OR_NS28a Affordable homes - Affordable homes not built in line with available funding as a result of insufficient levels of influence over housebuilders and registered providers leading to missed targets and a lack of appropriate housing in the Borough		2	3	6
OR_NS31 Homelessness - Insufficient capacity to home an increased number of residents presenting as homeless as a result of income reduction, loss of employment and domestic violence could lead to reduced quality of life to residents and a failure to deliver a statutory duty		2	2	4

## Opportunity Risk

Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
OPP_DEG01 Opportunity for new income to the Council from the operation of the Crematorium which will pay back the cost of building the facility, as well as covering the operational running costs, enabling the Council to continue to provide a facility that offers a high-quality service for local people		4	4	16
comment pending				
OPP_FCS01 Interest rates - Decreases in interest rates leading to reduced interest income and reduced cost of borrowing if the Council decides to borrow	 to 	4	3 to 2	12 to 8
Likelihood changed from 3 to 2 resulting from changed estimates on forecasted interest rates in the MTFS. Note – name has changed from Increases in interest rates leading to higher interest income on cash balances that are invested				
OPP_FCS02 Environmental Agenda leading to rising or reducing revenue and capital budgets (examples include Simpler Recycling and Rushcliffe's carbon neutral targets)		3	3	9
OPP_FCS03 Freeport - Opportunity for additional business rates from the Freeport as a result of an increase number of businesses in the Borough leading to higher levels of financial stability for the Council		3	2	6

## 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