

Key

Risk Status	
	Alert
	Warning
	OK
	Unknown

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 - Delivery of inadequate services as a result of insufficient training		3	1	3
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		2	3	6

Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
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 to 3	6 to 9
Likelihood increased from 2 to 3 due to the supply figure dropping. The most recently published figure for the supply of deliverable housing sites is 5.2 years. An updated figure is due to be published shortly, and it is possible that this could be below 5 years.				
<p>Mitigation:</p> <p>Progress planning applications for strategic sites allocated in Rushcliffe Local Plan Part 1: Core Strategy and Part 2 of the Local Plan.</p> <p>Engage with landowners/developers on strategic and other allocated sites to quickly bring forward development</p> <p>Lobby government to review national policy relating to housing land supply</p> <p>Seek to secure available Government funding to support and accelerate strategic development proposals.</p>				
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
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
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
<p>Mitigation:</p> <p>Regular meetings with the developers are ongoing and additional consultants have been secured to support with specialist areas.</p> <p>A planning performance agreement is being worked upon to identify timescales and additional funding for resources to ensure work can continue in a timely manner to develop the SPD.</p>				

Resources within the team are being reviewed to ensure resilience and resource is in place to support this project.

Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
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
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		2	3	6
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		3	2	6
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
Mitigation: 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

Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
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 result in a budget deficit, reputational damage and potentially measures put in place to balance the budget position		2	4	8
CRR_FCS21 Inflation - Potential inflationary pressures due to changes in the economic environment leading to increased costs and volatility over prediction for budget	 to 	3	3 to 2	9 to 6
Likelihood reduced from 3 to 2 as inflation has been falling and we manage the impact through the MTFS				
Mitigation:				
Conduct regular budget monitoring and reporting through performance clinics to identify potential overspends. Incorporate inflationary adjustments within the budgeting process and maintain a general contingency fund.				
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
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

Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
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
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		3	1	3
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		3	2	6
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		4	4	16
Mitigation 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		4	4	16
Mitigation: 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		3	1	3
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		3	1	3
CRR_NS22 Asylum Relocation schemes - Failure to deliver the national relocation schemes (Asylum, Homes for Ukraine (HFU), Afghan Relocation Programme) in accordance with	to	2 to 3	2	4 to 6

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				
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Impact increased from 2 to 3 (likelihood increased to 3 for a short period and reduced to 2) The Council is receiving high numbers of notifications from Serco in respect of potential HMOs for use the asylum dispersal scheme. The Council has a role in advising Serco if we believe the property would be acceptable in a given location. There is a worrying trend that despite the Council recommending that properties be declined usually being in a rural location with little or no transport links, limited access to shops etc as well as the overall "fit" within a community that Serco are ignoring our advice. If this continues, we will see a significant increase in HMOs in locations where officers feel they would be unsuitable. There are significant concerns in respect of community cohesion and anti-social behaviour Officers are meeting with Serco to outline our concerns with the current system. In addition, there is a scrutiny session planned with Serco and Home Office invited to answer member questions on the scheme in January 2026.

Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
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	⚠️ to ✅	3	2 to 1	6 to 3
Likelihood reduced from 2 to 1. Significant Carbon reduction progress has been made against the action plan with the most recent being the agreed purchase of land for offsetting which will make a significant contribution to our 2030 target				
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	🛑 to ⚠️	3	3 to 2	9 to 6
Mitigation: Exploring viable options with external partners to ensure continued service delivery and compliance with legal requirements. A CCTV register has been set-up, more modern equipment is being acquired, and working towards relevant policy and legislation.				

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
Impact has increased from 2 to 3 as a result of the costs incurred from appeals that require external support. Appeal at Wysall has been confirmed as a Public Inquiry (sitting for 7 days). External planning support and legal counsel have been instructed. A further one-day public inquiry also confirmed for Red Hill Marina, also requiring external legal support.				
The three procedures for handling appeals are: Written Representations for simple cases, Hearings for more complex cases, and Public Inquiries for complex cases involving legal or technical issues. Whilst the majority of appeals nationally are dealt with through written representation, RBC has seen an upturn in appeals held through Hearings and Public Inquiries. Whilst the Council and appellant can propose how they wish for an appeal to be heard, it is ultimately the Inspector's decision. To defend an appeal held through a Public Inquiry can be costly, not only through the instruction of technical experts, solicitors, barristers and officer/admin time, but also in potential costs which may be awarded to appellants.				

Mitigation:

Development Management approach - working proactively with developers to address any issues/adverse impacts arising from development proposals. The aim of this approach is to address as many technical issues, even if there remains a policy objection, thereby reducing the number of issues to be addressed at appeal. Core Strategy is now adopted, and the preparation of the Local Plan Part 2 is now at an advanced stage and should be given appropriate (greater) weight. The Core Strategy identifies the location for a SUE south of Clifton and east of Gamston a strategy for provision of housing in the major settlements.

Local Plan adopted December 2014

The reserves have been increased to £500k to cover current and future appeal costs.

Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
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
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
Risk Code & Title	RAG Status	Impact	Likelihood	Current Rating
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
Mitigation - 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
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_FCS01 Interest rates - Decreases in interest rates leading to reduced interest income and reduced cost of borrow if the Council decides to borrow		4	2	8
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	<p>Financial Impact = <£10k</p> <p>No adverse impact on reputation</p> <p>No impact on partners</p>	1 – Insignificant	<p>Little or no improvement to service</p> <p>Little or no improvement to welfare of staff / public</p> <p>Little or no financial income / efficiency savings (less than £10k)</p> <p>Little or no improvement to environment or assets</p> <p>Little or no feedback from service users</p>
2 – Minor	<p>Financial Impact = £10k - £50k</p> <p>Negative internal/ within sector impact on reputation</p> <p>Negative partner impact</p>	2- Minor	<p>Minor improvement to service</p> <p>Minor improvement to welfare of staff / public</p> <p>Improvement that produces £10k - £50K of income / efficiency savings</p> <p>Minor improvement to environment or assets</p> <p>Positive user feedback</p>

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

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