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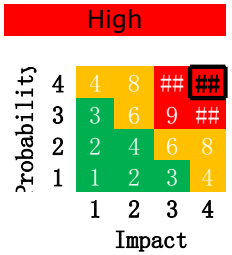
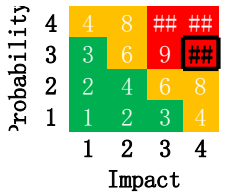
Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation
Operations						
PR1	Cyber Security	Transformation Priority 4: Designing modern and innovative services	Strategic Director Corporate Resources & Transformation Section 151 Officer	Inherent Risk Score High  Residual Risk Score **High** 	Malicious attack results in significant loss of sensitive data and/or significant disruption to Council operations	• Dedicated ICT security team in place to manage and maintain the organisations security posture. • ICT Security & Information Governance Policy approved by EMT in place for all to adhere to. • End user awareness provided by eLearning modules. • Cyber incident response service in place to support actual or suspected breaches and expert assistance in the event of an incidence. • The Council funds a reserve to quickly respond in the event of an attack. • Compliance gained and renewed annually to accreditations including PSN and Cyber Essentials. • Regular internal vulnerability scans taking place with remedial action undertaken. • Full IT health check undertaken annually by an external accredited tester with remedial action undertaken

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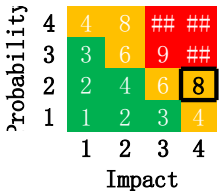
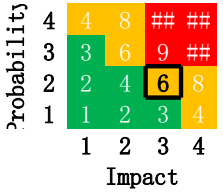
Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation
PR2	Emergency Planning	Transformation Priority 4: Designing modern and innovative services	Strategic Director Housing & Communities	Inherent Risk Score Medium  Residual Risk Score **Medium**  	An inadequate emergency planning response violates the Council's obligations under the Civil Contingencies Act and undermines both responsibilities and effective results.	The Council is collaborating with the Hampshire Resilience Forum and works closely with partners at a local and national level to ensure effective preparedness for response and recovery to incidents. In April a new relationship was established with Southampton City Council and an Emergency Planning Coordinator role was recruited into, to support the planning, training and exercising of officers at all levels across the Council (Strategic, Tactical and Operational) to prepare and deliver a robust response to incidents across the district.

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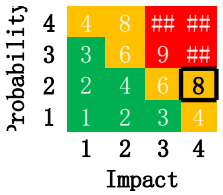
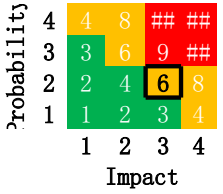
Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation
PR3	Homelessness	Transformation Priority 4: Designing modern and innovative services	Strategic Director Housing & Communities	Inherent Risk Score Medium  Residual Risk Score **Medium**  	Inability to fulfil our legal obligations to the homeless (and/or to utilise our statutory authority to assist them) in a timely, effective, and efficient manner could negatively affect our financial position. This poses health and safety risks related to homelessness, as well as reputational risks, and could lead to another increase in homelessness.	To address the extraordinary demand, urgent efforts are being made to increase temporary accommodation options, while medium-term plans outlined in the Housing strategy are in progress. Funding has been increased and we are investing in homelessness prevention strategies.

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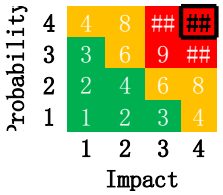
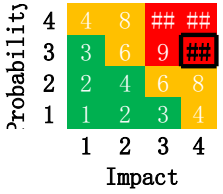
Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation
PR4	Business Continuity	All	Strategic Director Housing & Communities	Inherent Risk Score High  Residual Risk Score **High**  	Ineffective business continuity response enables an event to seriously disrupt Council operations	The Council acknowledges the previous resource shortfall. In April 2025 the Council embarked on a new working relationship with Southampton City Council to support in the review of its business continuity arrangements. An officer has recently been successfully recruited to implement any changes identified, which will focus on adapting to changes in working patterns and the digital environment, as well as emphasising operational resilience rather than responding to specific events. The Council is well positioned to respond effectively.

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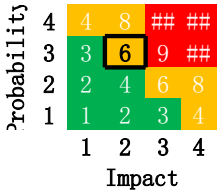
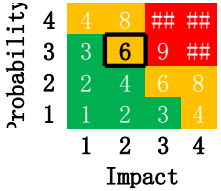
Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation
Legal and Regulatory						
PR5	Health and Safety	Transformation Priority 2: Being an employer of choice	Chief Executive	Inherent Risk Score Medium  Residual Risk Score **Medium**  	A serious health and safety incident occurs in the workplace, compromising the safety and wellbeing of our staff. This includes fatal incidents and incidents within the scope of RIDDOR 2013.	Implementation of the Council's H&S management system, including proactive monitoring and review of H&S arrangements, risk assessments, Safe System of work, training and performance monitoring. Regular H&S audits are undertaken by the internal H&S team who also take on the role of 'competent person' as identified under regulation 7 of the Management of Health and Safety at Work Regulations 1999.

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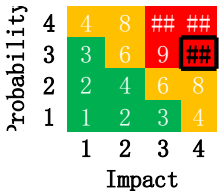
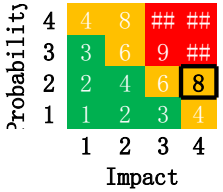
Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation
PR6	Information Governance	All	Strategic Director Corporate Resources & Transformation Section 151 Officer	Inherent Risk Score High  Residual Risk Score **Medium** 	A serious data breach occurs and/or other significant instance of non-compliance with data legislation, leading to imposition of fines by the Information Commissioner's Officer (ICO), reputational risks and risk of litigation.	Implementation of the Council's GDPR action plan continues overseen by the Council's Data Protection Officer and supported by the Information Governance team. This action plan includes provision of training, raising corporate awareness, introduction of Data Protection Leaders, impact assessments to assess data risks for new projects, data sharing/processing agreements, breach response plan and breach log.

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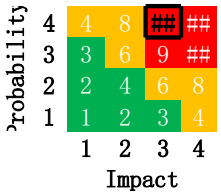
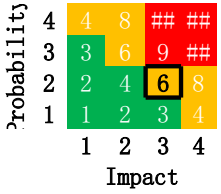
Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation
PR7	Safeguarding	People Priority 1: Helping those in our community with the greatest need	Strategic Director Housing & Communities	Inherent Risk Score High  Residual Risk Score **Medium**  	A safeguarding incident occurs which, through action or omission by the Council, might otherwise have been prevented.	Under the supervision of the Hampshire Safeguarding Boards, the Community Safety Team remains engaged in safeguarding issues, supported by Designated Safeguarding Reporting Officers (DSROs). They implement effective processes and training programs in housing, ensuring a comprehensive approach to safeguarding measures. We are in the process of undertaking a Section 11 audit measuring the Council's responses to Safeguarding matters which will be completed in June and reviewed by Hampshire Safeguarding Children's Partnership.

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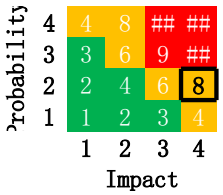
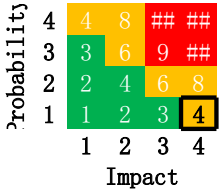
Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation
PR8	Legal & Governance	All	Assistant Director Strategy & Engagement (Monitoring Officer)	Inherent Risk Score Medium  Residual Risk Score **Medium**  	Inadequate legal & governance arrangements resulting in unlawful decision making and/or maladministration.	Recruitment and retention of staff with knowledge and skills; ongoing training provided to staff to update knowledge and improve skills; access to specialist external legal advice when necessary. The Council has sound constitutional and governance arrangements in place including Schemes of Delegation and the Annual Governance Action Plan, approved by Audit Committee and monitored by statutory officers.

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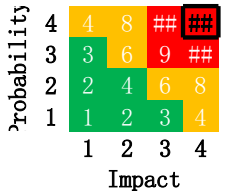
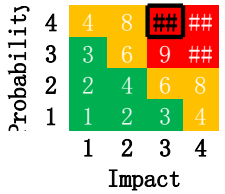
Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation
PR9	Local Government Reform / Devolution	All	Chief Executive	Inherent Risk Score High  Residual Risk Score **High**  	The publication of the 'white paper'. We will work closely with our local authority partners to carry out specific actions and make sure our internal communications remain clear and effective and to ensure that outcomes are beneficial for our residents.	It is anticipated that extensive programme management will take place, and the Government have outlined that they will be undertaking consultation and NFDC will be invited to respond. There is financial provision being proposed to support the work that will follow.

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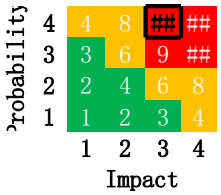
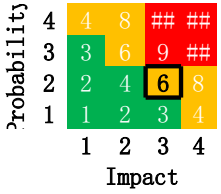
Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation
PR10	Social Housing Regulatory Compliance	People Priority 3 – meeting Housing Needs	Strategic Director Housing & Communities	Inherent Risk Score High  Residual Risk Score **Medium**  	Self-referral to Regulator of Social Housing. Non-compliant inspection grading. Reputational damage. Fine. H&S incident. Complaints and Disrepair claims.	Consumer Standard Gap Analysis and Action plan, Performance monitoring, Policy and Strategy reviews, reporting to EMT, Scrutiny Panel, Cabinet and Council. Tenant Engagement and Scrutiny

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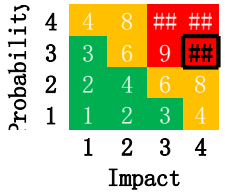
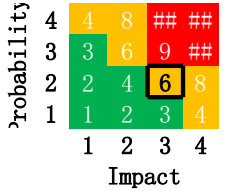
Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation
Financial						
PR11	Income and Financial Position	Transformation Priority 3: Being financially responsible	Strategic Director Corporate Resources & Transformation Section 151 Officer	Inherent Risk Score High  Residual Risk Score **Medium** 	Income volatility / poor finance settlement / extreme event causing significant financial challenge	With the transformation programme in progress and ongoing reviews of the MTFP, the council is fully committed to ensuring both immediate and future financial stability. This is evidenced by the setting of a balanced budget for 2025/26 and the financial strategy to ensure this continues over the MTFP. Additionally, sufficient reserves are in place, alongside business continuity plans and council-wide emergency planning.

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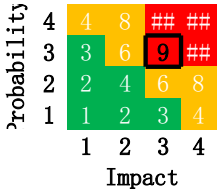
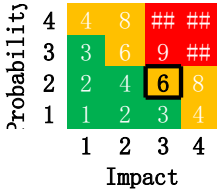
Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation
PR12	Fraud	Transformation Priority 3: Being financially responsible	Strategic Director Corporate Resources & Transformation Section 151 Officer	Inherent Risk Score High  Residual Risk Score **Medium** 		The Council's approach is set out in the Anti-Fraud and Corruption Strategy, which has recently been reviewed and approved by Audit Committee. Every Service area has a Fraud Risk Survey carried out and continually reviewed. All staff complete fraud e-learning each year.

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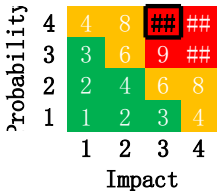
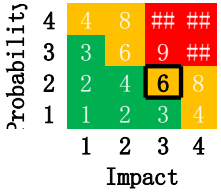
Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation
PR13	Procurement	Transformation Priority 3: Being financially responsible	Strategic Director Corporate Resources & Transformation Section 151 Officer	Inherent Risk Score High  Residual Risk Score **Medium** 	Procurement activity takes place which is not in the best interests of the Council and its stakeholders and/or is in breach of legislation.	The Procurement Act 2023 is now in force. The procurement team have undertaken Cabinet Office training and updated Contract Standing Orders, tender documents and associated guidance for officers. Spend analysis is completed three times per year and shared with the leadership team. Central procurement processes have become more agile and resilient, and contract oversight is enhancing. However, some residual risk remains with the Services. It is essential to initiate contract management and tender processes well in advance.

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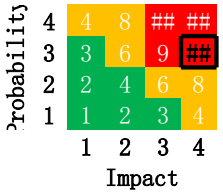
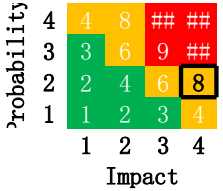
Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation
Major Projects						
PR14	Waste Strategy Implementation	Place Priority 3: Caring for our facilities, neighbourhoods and open spaces in a modern and responsive way	Strategic Director Place, Operations and Sustainability	Inherent Risk Score High  Residual Risk Score **Medium** 	The ineffective transition from black plastic bags to waste bins can lead to significant operational impacts, including increased littering and improper bin usage, which may drive up disposal costs and create health hazards. Additionally, these issues can lead to potential legal repercussions and loss of funding. The reputational risks associated with a failed transition may strain community trust in the Council and heighten operational challenges.	An effective communication strategy is essential for informing the community and facilitating the successful implementation of the new waste management system. It is important for members to engage more broadly with the community regarding this significant service change.

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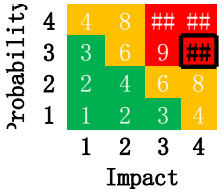
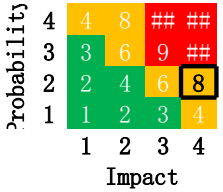
Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation
PR15	Transformation Programme	Transformation Priority 4: Designing modern and innovative services	Strategic Director Housing & Communities	Inherent Risk Score High  Residual Risk Score **Medium**  	Buy in and delivery of the transformation strategy and business case is crucial for achieving the corporate plan objectives. Failure to deliver will hinder the customer experience, modernisation of the organisation, maximisation of our assets and development of our staff.	Programme governance embedded and regular Cllr oversight through the Resources and Transformation O&S panel. Need to stay mindful of LGR context and take proportionate action based on this medium-term outlook.

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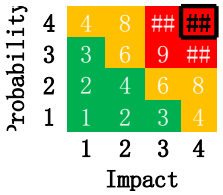
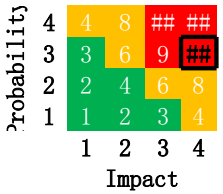
Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation
PR16	Planning and regulatory system upgrade	Transformation Priority 4: Designing modern and innovative services	Strategic Director Housing & Communities	Inherent Risk Score High  Residual Risk Score **High**  	The planning system may face challenges and potential failures without effective management. This underscores the importance of utilising dependable planning software to promote efficient processes and successful project outcomes, which could also impact the transformation program and regulatory services.	The project to replace this system is now on hold (as agreed at the last transformation board), however agreement has been reached with the current software provider to maintain the current software for the next 18 months.

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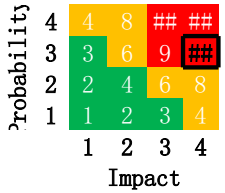
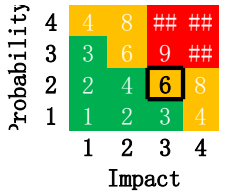
Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation
Reputation						
PR17	Climate and Ecological Emergency	Place Priority 2: Protecting our climate, coast, and natural world	Strategic Director Place, Operations and Sustainability	Inherent Risk Score High  Residual Risk Score **Medium** 	Failure to meet climate change-related goals leading to non-compliance with UK net zero legislation and failure to achieve Corporate Plan and Transformation objectives.	Continuing implementation of the Council's Climate and Ecological Emergency Action Plan. Funding of £150k per year for the corporate plan period. Regular review of budget allocation, seeking alternative funding sources, prioritising projects based on impact and funding availability. Recruitment and expansion of the Climate Change & Sustainability team is in progress to support these actions. Development of a service climate risk assessment template to ensure this risk is being addressed through service delivery.

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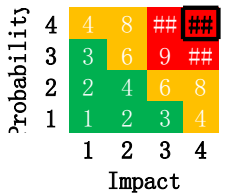
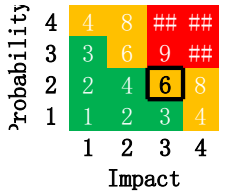
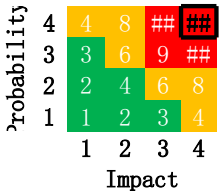
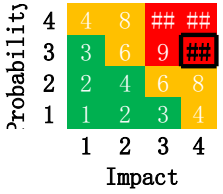
Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation
People						
PR18	Working practices	Transformation Priority 2: Being an employer of choice	Strategic Director Corporate Resources & Transformation Section 151 Officer	Inherent Risk Score High  Residual Risk Score **Medium** 	With a large in-house workforce providing such a variety of diverse services, application of local working practices in comparison to standard terms and conditions could result in inconsistencies across the workforce	A thorough staff consultation has been undertaken recently in Waste Services to advise of proposed terms and conditions changes in readiness for the new waste service. A recent review of Essential User Allowances has also recently been undertaken and is nearing conclusion.

Principal Risk Register
July 2025

APPENDIX 1

Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation
PR19	Recruitment and retention of staff	Transformation Priority 2: Being an employer of choice	Strategic Director Corporate Resources & Transformation Section 151 Officer	Inherent Risk Score High  Residual Risk Score **Medium** 	The uncertainty of LGR and Devolution may increase the risk of staff leaving the Council and lead to recruitment challenges which could impact the delivery of services.	Development of employer proposition, consideration of other non-pay benefits, provision of flexible/hybrid working. Maintaining talent pool, career progression opportunities, leadership development and upskilling of existing staff; more learning resource in place due to People Strategy to assist managers.

Principal Risk Register
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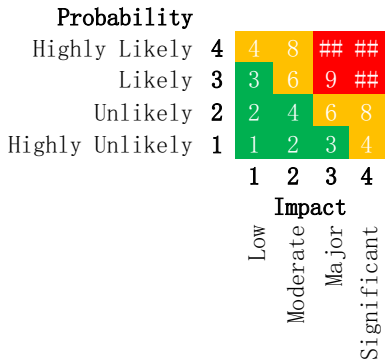
APPENDIX 1

Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation

Risk Rating

Risk Score	Risk Level
9-16	High Risk
4-8	Medium Risk
1-4	Low Risk

Risk Matrix