**Cabinet – 6 August 2025**

# Principal Risk Register Review

| | |
|---|---|
| Purpose | For Decision |
| Classification | Public |
| Executive Summary | This report updates the Cabinet on the position of the Council's Principal Risk Register. The main updates are as follows:<br>• All Service Risk registers have been reviewed to inform any proposed changes to the Principal Risk Register.<br>• All principal risks have been reviewed, with the latest risk ratings shown in Appendix 1.<br>• Two risks have been removed due to no longer being a key risk to the Council's operation:<br>   ➢ Hampshire County Council – Political Environment<br>   ➢ Major Projects – Hardley Depot<br>• One additional risk has been included that has arisen or become apparent in the previous 6 months:<br>   ➢ People – Recruitment and retention of staff considering Local Government reorganisation. |
| **Recommendations** | **It is recommended that Cabinet:**<br><br>**1. Consider the Principal Risk Register updates and recommend adoption by Council.** |
| Reasons for recommendation(s) | To meet the requirements of the Council's Risk Management Policy and to ensure that the Council complies with the corporate governance requirements relating to risk management. |
| Ward(s) | All |
| Portfolio Holder(s) | Councillor Jill Cleary – Leader / All |

| Strategic Director(s) | Alan Bethune – Strategic Director Corporate Resources and Transformation (Section 151 Officer) and |
|---|---|
| | Paul Whittles – Assistant Director - Finance |
| Officer Contact | Josie West<br>Strategic Procurement Manager<br>02380 285741<br>Josie.West@nfdc.gov.uk |

## Background

1. Risk management aims to identify the risks that may impact on the Council achieving its objectives. Its purpose is to evaluate, design and implement effective measures to reduce both the likelihood and potential impact of these risks occurring.

2. The Council has a statutory responsibility to have in place arrangements for managing risks under the Accounts and Audit Regulations, which require a sound system of internal control, facilitates the effective exercise of the Council's functions and includes arrangements for the management of risk. As such it features strongly in the Council's Local Code of Practice for Corporate Governance and is one of the primary assurance strands in the Annual Governance Statement, which places significant reliance on a robust risk management framework.

3. The Council's Risk Management Policy was approved by Council in April 2025. It provides a structured framework to ensure risks and opportunities are reviewed across all Services, Portfolios and Corporately, in a consistent way.

4. The Council's Principal Risk Register is an important element of this framework and is reviewed and updated every 6 months. Service Risk Registers that support the Principal Risk Register are updated quarterly as a minimum.

5. Prior to the previous update in January 2025, the Principal Risk Register was reshaped to focus on the most significant risks encountered by the Council. The risks are strategic and will assist further in the Council achieving the priorities set out in the Corporate Plan.

## Principal Risk Review

6.    All Service Risk Registers have been reviewed and updated by the Senior/Service Managers. Where possible, Principal Risks have been aligned to a Service Risk to ensure consistency going forward.

7.    All Principal Risks have been reviewed, and the relevant Senior/Service Managers have been consulted on proposed changes.

8.    The amended Principal Risk Register can be found at Appendix 1.

**Proposed changes to the Principal Risk Register**

9.    The Principal Risk "Operations - Hampshire County Council – Political Environment" has been removed due to the elections originally scheduled for May 2025, being delayed until May 2026 but we remain alert to this for future inclusion as required.

10.   The Service Manager has amended the rating of the Principal Risk "Financial – Fraud" from High to Medium. The Council's Anti-Fraud and Corruption Strategy has recently been reviewed and approved by Audit Committee. Historically, instances of fraud have been relatively low when compared to the amount of money paid out by the Council.

11.   The Principal Risk "Major Projects – Hardley Depot" has been removed, as the construction of the new depot has been completed, and the depot is now open and operationally available, therefore, this is no longer deemed a Principal Risk. Any outstanding low risks will be managed at a Service level. The project is subject to ongoing monitoring by the Waste Programme Board.

12.   The rating of the Principal Risk "Major Projects – Planning and regulatory system upgrade" has been amended from Medium to High. The project to replace this system is now on hold as agreed at the latest Transformation Board meeting. However, agreement has been reached with the current software provider to maintain the current software for the next 18 months.

13.   The rating of the Principal Risk "People – Working Practices" has been amended from High to Medium. This risk was rated High due to the change in employee terms and conditions for Waste Operatives. All Waste Operatives have now moved across to the new terms and conditions, so the risk has reduced in this area.

14.   The Principal Risk "People - Recruitment and retention of staff" has been added. This risk relates to uncertainty amongst staff, brought about by Local Government Reorganisation and Devolution.

15.   Other minor amendments to the Principal Risk Register are for clarification, to provide further detail, or to communicate updated

information following liaison with the relevant Service Manager or Assistant Director.

## Comments from Audit Committee

16. The Chairman considered that it would be clearer if the unmitigated (inherent) and mitigated (residual) risk scores were both provided, to show the effect of the mitigation. This feedback has been incorporated, and the Principal Risk Register has been amended to show both risk scores. It also shows how each risk score has been calculated using a probability score multiplied by an impact score.

17. Officers have considered a suggestion to increase the risk score of PR2, Emergency Planning, from Medium to High, given the number of recent incidents involving water supply disruptions on the Waterside. However, officers consider this to be a corporate-wide risk, where all risks on the National Risk Register are reviewed (including severe weather, flooding, wildfires, cyber-attacks and many others) along with the role of the Council in responding and recovering from each of these incidents. Whilst water disruption has significantly affected parts of our communities, the responsibility for providing an adequate water supply lies with the water company (Southern Water in the case of the Waterside area); and the Council as a member of the Local Resilience Forum continues to support communities in preparing and responding to water outages whilst Southern Water progresses plans to improve the infrastructure.

18. On PR14, Waste Strategy Implementation and member engagement, officers undertook to confirm that members had the necessary information to support the roll out. Officers have been assured by the Waste & Transport Service Manager that members have been provided with a Communications Tool Kit as well as several briefing sessions and updates. Further guidance can be provided upon request.

## Corporate plan priorities

19. The recommendations aim to improve the effective execution of all corporate plan priorities by presenting risk mitigation strategies that tackle the overarching vulnerabilities faced by the Council.

## Options appraisal

20. An options appraisal is not applicable for this report.

## Consultation undertaken

21. Consultation has been undertaken with Senior/Service Managers with responsibility for a Service Risk Register, particularly in areas where changes have been proposed.

**Financial and resource implications**

22. There are none arising directly from this report, although strong risk management and a solid understanding of risk helps to support robust financial management.

**Legal implications**

23. If the legal principal risks are not managed this does bring risk to the council.

**Risk assessment**

24. The risk management implications are set out within the content of this report.

**Environmental / Climate and nature implications**

25. If the climate principal risks are not managed this does bring risk to the council.

**Equalities implications**

26. There are no direct equality implications from this report.

**Crime and disorder implications**

27. There are no direct crime and disorder implications from this report.

**Data protection / Information governance / ICT implications**

28. There are no direct data protection / information governance / ICT implications from this report.

| **Appendices:** | **Background Papers:** |
| --- | --- |
| Appendix 1 – Principal Risk Register | Principal Risk and Risk Management Policy Update to the Audit Committee on 24th January 2025 |
| | Link to Risk Management Policy |

| 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<br><br>**High**<br><br><br><br>Residual Risk Score<br><br>**High**<br><br> | 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.<br>• ICT Security & Information Governance Policy approved by EMT in place for all to adhere to.<br>• End user awareness provided by eLearning modules.<br>• Cyber incident response service in place to support actual or suspected breaches and expert assistance in the event of an incidence.<br>• The Council funds a reserve to quickly respond in the event of an attack.<br>• Compliance gained and renewed annually to accreditations including PSN and Cyber Essentials.<br>• Regular internal vulnerability scans taking place with remedial action undertaken.<br>• Full IT health check undertaken annually by an external accredited tester with remedial action undertaken |

| 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. |

| 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<br><br>**Medium**<br><br>Probability: 4 \| 4 8 ## ## ; 3 \| 3 6 9 ## ; 2 \| 2 4 6 **8** ; 1 \| 1 2 3 4 ; Impact 1 2 3 4<br><br>Residual Risk Score<br><br>**Medium**<br><br>Probability: 4 \| 4 8 ## ## ; 3 \| 3 6 9 ## ; 2 \| 2 4 **6** 8 ; 1 \| 1 2 3 4 ; Impact 1 2 3 4 | 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. |

| 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 <br><br> **High** <br><br> Probability: 4: 4, 8, ##, ## / 3: 3, 6, 9, ## / 2: 2, 4, 6, 8 / 1: 1, 2, 3, 4 — Impact: 1 2 3 4 <br><br> Residual Risk Score <br><br> **High** <br><br> Probability: 4: 4, 8, ##, ## / 3: 3, 6, 9, ## / 2: 2, 4, 6, 8 / 1: 1, 2, 3, 4 — Impact: 1 2 3 4 | 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. |

| 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 <br><br> **Medium** <br><br> Probability: 4 [4, 8, ##, ##], 3 [3, **6**, 9, ##], 2 [2, 4, 6, 8], 1 [1, 2, 3, 4] — Impact 1 2 3 4 <br><br> Residual Risk Score <br><br> **Medium** <br><br> Probability: 4 [4, 8, ##, ##], 3 [3, **6**, 9, ##], 2 [2, 4, 6, 8], 1 [1, 2, 3, 4] — Impact 1 2 3 4 | 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. <br><br> 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. |

| 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<br><br>**High**<br><br>Residual Risk Score<br><br>**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.<br><br>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. |

| 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<br><br>**High**<br><br>Residual Risk Score<br><br>**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.<br><br>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. |

| 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<br><br>**Medium**<br><br>Residual Risk Score<br><br>**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.<br><br>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. |

| 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<br><br>**High**<br><br><br><br>Residual Risk Score<br><br>**High**<br><br> | 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. |

| 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 <br><br> **High** <br><br> *(risk matrix, cell Impact 3 / Probability 4 highlighted)* <br><br> Residual Risk Score <br><br> **Medium** <br><br> *(risk matrix, cell Impact 3 / Probability 2 = 6 highlighted)* | 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 |

| 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<br><br>**High**<br><br>Probability 4: 4 8 ## ##<br>3: 3 6 9 ##<br>2: 2 4 6 8<br>1: 1 2 3 4<br>Impact 1 2 3 4<br><br>Residual Risk Score<br><br>**Medium**<br><br>Probability 4: 4 8 ## ##<br>3: 3 6 9 ##<br>2: 2 4 6 8<br>1: 1 2 3 4<br>Impact 1 2 3 4 | 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. |

| 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<br><br>**High**<br><br>Residual Risk Score<br><br>**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.<br><br>Every Service area has a Fraud Risk Survey carried out and continually reviewed.<br><br>All staff complete fraud e-learning each year. |

Inherent Risk Score matrix:

| Probability | | | | |
|---|---|---|---|---|
| 4 | 4 | 8 | ## | ## |
| 3 | 3 | 6 | **9** | ## |
| 2 | 2 | 4 | 6 | 8 |
| 1 | 1 | 2 | 3 | 4 |
| | 1 | 2 | 3 | 4 |

Impact

Residual Risk Score matrix:

| Probability | | | | |
|---|---|---|---|---|
| 4 | 4 | 8 | ## | ## |
| 3 | 3 | 6 | 9 | ## |
| 2 | 2 | 4 | **6** | 8 |
| 1 | 1 | 2 | 3 | 4 |
| | 1 | 2 | 3 | 4 |

Impact

| 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** <br><br> 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. <br><br> Spend analysis is completed three times per year and shared with the leadership team. <br><br> 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. |

| 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<br><br>**High**<br><br>Probability 4: 4 8 ## ##<br>3: 3 6 9 ##<br>2: 2 4 6 8<br>1: 1 2 3 4<br>Impact 1 2 3 4<br><br>Residual Risk Score<br><br>**Medium**<br><br>Probability 4: 4 8 ## ##<br>3: 3 6 9 ##<br>2: 2 4 6 **8**<br>1: 1 2 3 4<br>Impact 1 2 3 4 | 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. |

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

| 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<br><br>**High**<br><br><br><br>Residual Risk Score<br><br>**Medium**<br><br> | 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. |

| 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<br><br>**High**<br><br>Residual Risk Score<br><br>**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. |

| 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 <br><br> **High** <br><br> *(risk matrix: 4×4 grid, Probability vs Impact, highlighted cell at Probability 3, Impact 3 = 9)* <br><br> Residual Risk Score <br><br> **Medium** <br><br> *(risk matrix: 4×4 grid, Probability vs Impact, highlighted cell at Probability 2, Impact 3 = 6)* | 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. <br><br> Funding of £150k per year for the corporate plan period. <br><br> Regular review of budget allocation, seeking alternative funding sources, prioritising projects based on impact and funding availability. <br><br> Recruitment and expansion of the Climate Change & Sustainability team is in progress to support these actions. <br><br> Development of a service climate risk assessment template to ensure this risk is being addressed through service delivery. |

| 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** <br><br> 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. |

| 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. |

| 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

**Probability**

| Probability | | 1 | 2 | 3 | 4 |
|-------------|---|---|---|---|---|
| Highly Likely | 4 | 4 | 8 | ## | ## |
| Likely | 3 | 3 | 6 | 9 | ## |
| Unlikely | 2 | 2 | 4 | 6 | 8 |
| Highly Unlikely | 1 | 1 | 2 | 3 | 4 |
| | | 1 | 2 | 3 | 4 |

**Impact**

Low, Moderate, Major, Significant