

Cabinet – 1 April 2026

Principal Risk Register Review

Purpose	For Decision
Classification	Public
Executive Summary	<p>This report updates the Cabinet on the position of the Council’s Principal Risk Register. The main updates are as follows:</p> <ul style="list-style-type: none"> • All service risk registers have been reviewed to inform any proposed changes to the Principal Risk Register. • All principal risks have been reviewed, with the latest ratings shown in Appendix 1. • Two risks have been removed due to no longer being a key standalone risk to the Council’s operation: <ul style="list-style-type: none"> ○ PR10 – Social Housing Regulatory Compliance ○ PR19 – Recruitment and retention of staff (although this has been removed as a standalone risk it has been added into the overview and mitigations of PR9 – Local Government Reorganisation) ○ PR15 – Transformation Programme • Two additional risks have been included that have arisen or become apparent in the previous six months: <ul style="list-style-type: none"> ○ PR15 (re-use of the risk number) - Political Environment ○ PR20 – Health & Wellbeing of tenants in temporary accommodation

Recommendations	It is recommended that Cabinet: 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 – Corporate Resources (Section 151 Officer)
Officer Contact	Paul Whittles – Assistant Director Finance (Deputy Section 151 Officer) 02380 285766 Paul.Whittles@nfdc.gov.uk Karen Webber Insurance and Risk Officer 02380 285119 Karen.Webber@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 Audit Committee in January 2025. It provides a structured framework to ensure risks and opportunities are reviewed across all Services, Portfolios and Corporately, in a consistent way.
4. 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.
5. The Council's Principal Risk Register is an important element of the framework and is reviewed and updated every 6 months. The latest review by both EMT and Audit Committee was conducted during February 2026.

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. Amended scores are as follows:
 - a. PR4 Business Continuity: Residual risk reduced from 12 to 6
 - b. PR5 Health & Safety: Residual risk reduced from 6 to 4
 - c. PR16 Planning & regulatory system upgrade: Inherent Risk reduced from 16 to 9; Residual risk reduced from 12 to 6
 - d. PR17 Climate & Ecological Emergency: Inherent Risk reduced from 12 to 9; Residual risk reduced from 9 to 6
10. Furthermore, it is proposed to remove the current risk PR15 Transformation Programme given the current focused nature of this workstream in light of the continued and growing progression of LGR activity, and to insert a new risk – Political Environment (using the same PR15 reference).

11. This new Principal Risk is to reflect the need for NFDC to consider the impact on NFDC, including our ability to make decisions, by potential changes to the political landscape across the UK as a whole, incorporating the uncertainty regarding the timing and outcomes of elections at all levels.
12. It is also proposed to remove the current risk PR10 Social Housing Regulatory Compliance as a Principal Risk but retain and monitor at Service risk register level. A mock inspection was commissioned to appraise the service and although scope was controlled it provided good assurance along with some learning that is being applied, all governed by the inspection readiness group.
13. It is further proposed to remove the current risk PR19 Recruitment and Retention of Staff as a standalone and to incorporate into the overall Local Government Reorganisation risk PR9 as the risk directly relates to the uncertainty of LGR and devolution.
14. Risk PR9 Local Government Reorganisation has been broadened to articulate the current three main areas of risk presented by LGR of capacity, finance and staffing. This risk should be expected to continue to evolve and change regularly as the LGR process moves forward.
15. Risk PR20 Health and wellbeing of tenants in temporary accommodation has been added at the request of the Strategic Director Housing & Communities. This risk is already included on the service risk register however it is felt this should be escalated to feature as a principal risk.
16. 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, Assistant Director or overall Risk Owner.

Comments from Audit Committee

17. The Principal Risk Register was considered by Audit Committee 13 February 2026.
18. Officers have considered a suggestion from Audit Committee to include the new customer services system within the Principal Risk Register. EMT at their meeting 24 February 2026 determined that this is a project/programme risk that is subject to its own governance and risk arrangements which includes a risk log and separate member overview and therefore has not been included within the Principal Risk Register.

19. Audit Committee requested a further review of the residual risk score for PR17 – Climate and Ecological Emergency suggesting that the score of 3 seemed low. The Service Manager and Risk Owner met and agreed to revise to a 6 / Medium score, with some additional detail added to the overview & mitigation section around NFDC responsibilities as a coastal landowner.
20. Audit Committee also suggested that some additional detail be added in the overview & mitigation section for PR18 – Working Practices to recognise that whilst fairness and parity in in working practices is sought across the council, there is also recognition that different roles and services have their own specific requirements necessitating distinct standard operating procedures. This proposal was accepted and updates made.

Corporate plan priorities

21. 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

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

Consultation undertaken

23. 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

24. 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

25. Although there are no direct legal implications arising from this report, the identification of principal risks and associated mitigations support a reduced likelihood of the Council failing to meet its statutory legal obligations.

Risk assessment

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

Environmental / Climate and nature implications

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

Equalities implications

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

Crime and disorder implications

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

Data protection / Information governance / ICT implications

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

Appendices:

Appendix 1 – Principal Risk Register (February 2026)

Background Papers:

Audit Committee - 27 June 2025:
[Principal Risk Register Review](#)

Audit Committee – 13 February 2026:
[Principal Risk Register Review](#)

Principal Risk Register
February 2026

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	Chief Executive	<p>Inherent Risk Score</p> <p>High</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table> <p>Residual Risk Score</p> <p>High</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Malicious attack results in significant loss of sensitive data and/or significant disruption to Council operations	<ul style="list-style-type: none"> • 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. • 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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PR5	Health and Safety	Transformation Priority 2: Being an employer of choice	Chief Executive	<p>Inherent Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table> <p>Residual Risk Score</p> <p>Low</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					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.	<p>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.</p> <p>Regular meetings of safety panels and 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.</p>
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PR6	Information Governance	All	Strategic Director Corporate Resources Section 151 Officer	<p>Inherent Risk Score</p> <p>High</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table> <p>Residual Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					<p>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.</p>	<p>Implementation of the Council's GDPR action plan continues overseen by the Council's Data Protection Officer and supported by the Information Governance team.</p> <p>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. Demand on the team has increased which has led to some restructuring and creation of additional posts to support with the demand - LGR will also likely involve substantial resource implications for the team to ensure full compliance with legal and regulatory requirements over the transition to the new authority.</p>
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PR7	Safeguarding	People Priority 1: Helping those in our community with the greatest need	Strategic Director Housing & Communities	<p>Inherent Risk Score</p> <p style="text-align: center;">High</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5" style="text-align: center;">Impact</td></tr> </table> <p>Residual Risk Score</p> <p style="text-align: center;">Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5" style="text-align: center;">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					A safeguarding incident occurs which, through action or omission by the Council, might otherwise have been prevented.	<p>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.</p> <p>The service has completed a recent QA Audit by the Hampshire Childrens Safeguarding partnership which recognised the golden thread approach of safeguarding and how it is embedded within all services.</p> <p>A wider audit has commenced and any findings or recommendations will be implemented</p>
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PR8	Legal & Governance	All	Assistant Director Strategy & Engagement (Monitoring Officer)	<p>Inherent Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table> <p>Residual Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Weakness in our legal and governance framework - or non-compliance with it - leading to unlawful or procedurally improper decisions, findings of maladministration, avoidable financial loss, service disruption, and reputational damage.	<p>The Council maintains a robust constitutional and decision-making framework with legal and financial assurance and statutory officer oversight. This is reinforced by training, transparent management of interests/conflicts, and documented consultation and impact assessments. Procurement, contracts and partnerships operate under clear rules and gateway reviews, with early legal involvement for complex matters. Complaints handling, internal/external audit and the Annual Governance Statement provide independent assurance and drive learning.</p> <p>Increased demand, including the implications of LGR will also likely involve substantial resource implications for teams supporting the legal and governance framework. Additional senior legal capacity is being added to support full-compliance with legal and regulatory requirements both for the council and as part of transition to a new authority.</p>
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PR9	Local Government Reform / Devolution	All	Chief Executive	<p>Inherent Risk Score</p> <p style="text-align: center;">High</p> <table border="1"> <tr> <td>Probability</td> <td>4</td> <td>4</td> <td>8</td> <td>12</td> <td>16</td> </tr> <tr> <td>3</td> <td>3</td> <td>6</td> <td>9</td> <td>12</td> <td></td> </tr> <tr> <td>2</td> <td>2</td> <td>4</td> <td>6</td> <td>8</td> <td></td> </tr> <tr> <td>1</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td style="text-align: center;">Impact</td> </tr> </table> <p>Residual Risk Score</p> <p style="text-align: center;">High</p> <table border="1"> <tr> <td>Probability</td> <td>4</td> <td>4</td> <td>8</td> <td>12</td> <td>16</td> </tr> <tr> <td>3</td> <td>3</td> <td>6</td> <td>9</td> <td>12</td> <td></td> </tr> <tr> <td>2</td> <td>2</td> <td>4</td> <td>6</td> <td>8</td> <td></td> </tr> <tr> <td>1</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td style="text-align: center;">Impact</td> </tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4				1	2	3	4						Impact	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4				1	2	3	4						Impact	<p>The capacity and resources required to deliver LGR present a strategic risk to the organisation. There is a risk that focus on LGR diverts capacity away from business-as-usual activity and delivery of corporate plan priorities, alongside potential financial pressures arising from implementation costs.</p> <p>Ongoing uncertainty around LGR and devolution may also increase the risk of staff attrition and recruitment challenges, which in turn could impact service delivery and organisational resilience.</p>	<p>The council is putting in place significant resources to enable it to manage the LGR process. Initially £150k was included in the base revenue budget and a £500k reserve was created. An increase in the reserve to £2m was recently approved by Cabinet. A number of new roles to support Phase 1 have been determined supporting Communications, IT, HR, Planning and Programme Management.</p> <p>Ahead of the forthcoming spring decision we are working closely with other local authority partners to establish governance and implementation arrangements to stand up our response to the decision at pace.</p> <p>Mitigations of staffing issues include development of employer proposition, consideration of other non-pay benefits, provision of flexibly/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.</p>
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PR11	Income and Financial Position	Transformation Priority 3: Being financially responsible	Strategic Director Corporate Resources Section 151 Officer	<p>Inherent Risk Score</p> <p>High</p> <table border="1"> <tr> <td>Probability</td> <td>4</td> <td>4</td> <td>8</td> <td>12</td> <td>16</td> </tr> <tr> <td>3</td> <td>3</td> <td>6</td> <td>9</td> <td>12</td> <td></td> </tr> <tr> <td>2</td> <td>2</td> <td>4</td> <td>6</td> <td>8</td> <td></td> </tr> <tr> <td>1</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td colspan="5">Impact</td> </tr> </table> <p>Residual Risk Score</p> <p>Medium</p> <table border="1"> <tr> <td>Probability</td> <td>4</td> <td>4</td> <td>8</td> <td>12</td> <td>16</td> </tr> <tr> <td>3</td> <td>3</td> <td>6</td> <td>9</td> <td>12</td> <td></td> </tr> <tr> <td>2</td> <td>2</td> <td>4</td> <td>6</td> <td>8</td> <td></td> </tr> <tr> <td>1</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td colspan="5">Impact</td> </tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Income volatility / poor finance settlement / extreme event causing significant financial challenge	Ongoing reviews of the MTFP as part of the 2026/27 budget setting process include adjustments following the change to Government resources following the Fair Funding Review, the council is fully committed to ensuring both immediate and future financial stability. This is evidenced by the proposed balanced budget for 2026/2027 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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PR12	Fraud	Transformation Priority 3: Being financially responsible	Strategic Director Corporate Resources Section 151 Officer	<p>Inherent Risk Score</p> <p>High</p> <table border="1"> <tr> <td>Probability</td> <td>4</td> <td>4</td> <td>8</td> <td>12</td> <td>16</td> </tr> <tr> <td>3</td> <td>3</td> <td>6</td> <td>9</td> <td>12</td> <td></td> </tr> <tr> <td>2</td> <td>2</td> <td>4</td> <td>6</td> <td>8</td> <td></td> </tr> <tr> <td>1</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>Impact</td> </tr> </table> <p>Residual Risk Score</p> <p>Medium</p> <table border="1"> <tr> <td>Probability</td> <td>4</td> <td>4</td> <td>8</td> <td>12</td> <td>16</td> </tr> <tr> <td>3</td> <td>3</td> <td>6</td> <td>9</td> <td>12</td> <td></td> </tr> <tr> <td>2</td> <td>2</td> <td>4</td> <td>6</td> <td>8</td> <td></td> </tr> <tr> <td>1</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>Impact</td> </tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4				1	2	3	4						Impact	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4				1	2	3	4						Impact	<p>While the risk of internal fraud is low, the potential for external fraud remains a concern. This underscores the necessity for the Council to prioritise external fraud prevention strategies ensuring that measures are in place to mitigate the risk.</p>	<p>The Council's approach is set out in the Anti-Fraud and Corruption Strategy, which has recently been reviewed and approved by Audit Committee.</p> <p>Every Service area has a Fraud Risk Survey carried out and continually reviewed.</p> <p>All staff complete fraud e-learning every two years.</p>
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PR13	Procurement	Transformation Priority 3: Being financially responsible	Strategic Director Corporate Resources Section 151 Officer	<p>Inherent Risk Score</p> <p>High</p> <table border="1"> <tr> <td>Probability</td> <td>4</td> <td>4</td> <td>8</td> <td>12</td> <td>16</td> </tr> <tr> <td>3</td> <td>3</td> <td>6</td> <td>9</td> <td>12</td> <td></td> </tr> <tr> <td>2</td> <td>2</td> <td>4</td> <td>6</td> <td>8</td> <td></td> </tr> <tr> <td>1</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>Impact</td> </tr> </table> <p>Residual Risk Score</p> <p>Medium</p> <table border="1"> <tr> <td>Probability</td> <td>4</td> <td>4</td> <td>8</td> <td>12</td> <td>16</td> </tr> <tr> <td>3</td> <td>3</td> <td>6</td> <td>9</td> <td>12</td> <td></td> </tr> <tr> <td>2</td> <td>2</td> <td>4</td> <td>6</td> <td>8</td> <td></td> </tr> <tr> <td>1</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>Impact</td> </tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4				1	2	3	4						Impact	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4				1	2	3	4						Impact	Procurement activity takes place which is not in the best interests of the Council and its stakeholders and/or is in breach of legislation.	<p>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.</p> <p>Spend analysis is completed three times per year and shared with the leadership team.</p> <p>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.</p>
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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	<p>Inherent Risk Score</p> <p>High</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table> <p>Residual Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					The transformational waste strategy fails to conclude within the programmed delivery window for service change, bringing a substantial threat of reputational risk to the council, failure to meet legislative requirements such as food waste leading to potential legal repercussions and loss of funding.	<p>Continuous monitoring and reviews of the waste strategy roll out have supported the implementation of the new service.</p> <p>The programme is governed by the Waste Programme Board and additional resources were committed to address reputational risks pertaining to animal interactions with Food Waste containers in the open Forest.</p> <p>Regular updates have been provided with a comprehensive report provided to Cabinet on 3 September 2025 including a specific Waste Programme Risk Log. https://democracy.newforest.gov.uk/documents/s33885/Waste%20Report.pdf</p> <p>Communication remains key as we continue with the roll out through phase 3. The Council should continue to utilise its media channels to ensure clear and consistent messaging to residents.</p>
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PR15	Political Environment	All	Chief Executive	<p>Inherent Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table> <p>Residual Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					<p>Significant change in national and local political landscape including devolution and LGR, elections in 2026, 27 and 28, and finely-balanced political control in NFDC may have an implication on the ability of the Council to make timely decisions</p>	<p>Regular liaison with MPs, MCHLG and key officials, utilising sector support from LGA and District Councils Network. Scenario-planning for LGR and other political scenarios, regular meetings with Group Leaders. Constructively engaging and supporting collaboration and partnership working.</p>
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PR16	Planning and regulatory system upgrade	Transformation Priority 4: Designing modern and innovative services	Strategic Director Housing & Communities	<p>Inherent Risk Score</p> <p>High</p> <table border="1"> <tr> <td>Probability</td> <td>4</td> <td>4</td> <td>8</td> <td>12</td> <td>16</td> </tr> <tr> <td>3</td> <td>3</td> <td>6</td> <td>9</td> <td>12</td> <td></td> </tr> <tr> <td>2</td> <td>2</td> <td>4</td> <td>6</td> <td>8</td> <td></td> </tr> <tr> <td>1</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table> <p>Residual Risk Score</p> <p>Medium</p> <table border="1"> <tr> <td>Probability</td> <td>4</td> <td>4</td> <td>8</td> <td>12</td> <td>16</td> </tr> <tr> <td>3</td> <td>3</td> <td>6</td> <td>9</td> <td>12</td> <td></td> </tr> <tr> <td>2</td> <td>2</td> <td>4</td> <td>6</td> <td>8</td> <td></td> </tr> <tr> <td>1</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					<p>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.</p>	<p>The RS replacement project has been under regular review to determine the most appropriate outcome for the services and alignment with the Council's ambitions and LGR interdependencies.</p> <p>Support from the incumbent supplier for the existing system has been secured through to June 2027, but upgrades to the Council's IT infrastructure, and security risks remain an ongoing risk.</p> <p>It is likely the LGR decision in March 2025 will determine a clearer set of future options to take this project forward, and officers have acknowledged this as a priority activity in forming the new councils.</p>
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Reputation																																																								
PR17	Climate and Nature Emergency	Place Priority 2: Protecting our climate, coast, and natural world	Strategic Director Place, Operations and Sustainability	<p>Inherent Risk Score</p> <p>High</p> <table border="1"> <tr><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr> </table> <p>Impact</p> <p>Residual Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr> </table> <p>Impact</p>	4	4	8	12	16	3	3	6	9	12	2	2	4	6	8	1	1	2	3	4		1	2	3	4	4	4	8	12	16	3	3	6	9	12	2	2	4	6	8	1	1	2	3	4		1	2	3	4	<p>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.</p>	<p>Council has convened a Member Task and Finish Group to inform the councils strategic approach and response.</p> <p>Officers have continued to work with partners to implement the Council's Climate and Nature Emergency Action Plan.</p> <p>Financial resources have been reprofiled to build a necessary staff structure around the programme of activity and Service plans across the organisation will be updated to include climate risk assessment to ensure this risk is being addressed through service delivery.</p> <p>Regular review of budget allocation, seeking alternative funding sources, prioritising projects based on impact and funding availability.</p> <p>NFDC acknowledges its corporate responsibility as community leader, and in some parts landowner, in driving action to address the Climate Change and Nature Emergency. This includes activity to mitigate and adapt to the impacts of extreme weather and climate change, for example working with partners to manage coastal erosion and flood risk.</p>
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PR18	Working practices	Transformation Priority 2: Being an employer of choice	Strategic Director Corporate Resources Section 151 Officer	<p>Inherent Risk Score</p> <p>High</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table> <p>Residual Risk Score</p> <p>High</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					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	Updated terms and conditions recently consulted on and implemented within waste services ahead of the roll-out of the new waste service. A recent review of Essential User Allowances has also recently been concluded. The HR service are tasked with carrying out an audit of working practises at least annually and work with services to take action on any discrepancies as required. Officers keep updated and seek advice where necessary from LGA, MHCLG, CIPFA etc. Whilst fairness and parity is sought across the council as a whole, it is important to recognise that certain roles and services have their own specific requirements necessitating distinct standard operating procedures.
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PR20	Health and Wellbeing of tenants in temporary accommodation	People Priority 1: Helping those in our community with the greatest need	Strategic Director Housing & Communities	<p>Inherent Risk Score</p> <p>High</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table> <p>Residual Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Health, wellbeing or other crises in TA (e.g. serious illness, Death, COVID, Mpox, Influenza, MH breakdown, disabilities, Asthma, Neurodivergence, vulnerable groups - infants and the elderly etc.)	<p>Assessment of health and vulnerabilities and Personal Housing Plan (PHP) recognising individual needs assessment. PHP to be kept under review. Property risk assessments alongside personal risk assessments.</p> <p>Suitable placements in accordance with individual needs. Allocation of Support workers as required. Multi-agency working with health providers to ensure joined up support and communication, as and when required. Joint case meetings. Follow official guidance, protocols and regularly engage with clients. Respond to wider view of issues - behaviour, ASB, health etc.</p> <p>Timely response to repairs and property issues. Management oversight of high risk cases identified through risk planning. Alternative accommodation plans as necessary.</p>
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Risk Rating

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

Risk Matrix

Probability		Impact			
		1	2	3	4
Highly Likely	4	4	8	12	16
Likely	3	3	6	9	12
Unlikely	2	2	4	6	8
Highly Unlikely	1	1	2	3	4
		1	2	3	4
		Low	Moderate	Major	Significant