

Principal Risk Register  
January 2026

Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation																																																																								
<b>Operations</b>																																																																														
PR1	Cyber Security	Transformation Priority 4: Designing modern and innovative services	Chief Executive	<p>Inherent Risk Score</p> <p><b>High</b></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="4" style="text-align: center;">Impact</td> <td></td> </tr> </table> <p>Residual Risk Score</p> <p><b>High</b></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="4" style="text-align: center;">Impact</td> <td></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"> <li>Dedicated ICT security team in place to manage and maintain the organisations security posture.</li> <li>ICT Security &amp; Information Governance Policy approved by EMT in place for all to adhere to.</li> <li>End user awareness provided by eLearning modules.</li> <li>Cyber incident response service in place to support actual or suspected breaches and expert assistance in the event of an incidence.</li> <li>The Council funds a reserve to quickly respond in the event of an attack.</li> <li>Compliance gained and renewed annually to accreditations including PSN.</li> <li>Regular internal vulnerability scans taking place with remedial action undertaken.</li> <li>Full IT health check undertaken annually by an external accredited tester with remedial action undertaken</li> </ul>
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PR5	Health and Safety	Transformation Priority 2: Being an employer of choice	Chief Executive	<p>Inherent Risk Score</p> <p style="text-align: center;"><b>Medium</b></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><b>6</b></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;"><b>Low</b></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><b>4</b></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	<b>6</b>	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	<b>4</b>	6	8		1	1	2	3	4			1	2	3	4			Impact					<p>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>	<p>Implementation of the Council's H&amp;S management system, including proactive monitoring and review of H&amp;S arrangements, risk assessments, Safe System of work, training and performance monitoring.</p> <p><a href="#">Regular meetings of safety panels and regular H&amp;S audits</a> are undertaken by the internal H&amp;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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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)	<p>Inherent Risk Score</p> <p><b>Medium</b></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><b>Medium</b></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><b>High</b></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><b>High</b></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>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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PR10	Social Housing Regulatory Compliance	People Priority 3—meeting Housing Needs	Strategic-Director Housing & Communities	<p>Inherent Risk Score</p> <p><b>High</b></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> <tr><td></td><td></td><td>Impact</td><td></td><td></td></tr> </table> <p>Residual Risk Score</p> <p><b>Medium</b></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> <tr><td></td><td></td><td>Impact</td><td></td><td></td></tr> </table>	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			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>Self-referral to Regulator of Social Housing.</p> <p>Non-compliant inspection-grading.</p> <p>Reputational damage.</p> <p>Fine.</p> <p>H&amp;S incident.</p> <p>Complaints and Disrepair claims.</p>	<p>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.</p> <p>26/01/2026. We have also since commissioned a mock inspection to appraise the service. Although scope was controlled, it provided good assurance along with some learning that is being applied—all governed by the inspection readiness group. We feel there is low risk in scoring at C3 or C4. Accordingly, impact updated to 2. Inherent risk score also updated. Suggested closing on PRR and retain on service risk register for monitoring. (SY)</p>
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PR11	Income and Financial Position	Transformation Priority 3: Being financially responsible	Strategic Director Corporate Resources & Transformation Section 151 Officer	<p>Inherent Risk Score</p> <p><b>High</b></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>Impact</td><td></td><td></td><td></td><td></td></tr> </table> <p>Residual Risk Score</p> <p><b>Medium</b></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>Impact</td><td></td><td></td><td></td><td></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	<p><del>With the transformation programme in progress and</del> Ongoing reviews of the MTFP <del>as part of the 2026/27 budget setting process include adjustments following the change to Government resources following the Fair Funding Review,</del> the council is fully committed to ensuring both immediate and future financial stability. This is evidenced by the <del>proposed setting of a balanced budget for 2025/26-2026/2027</del> 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.</p>
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PR12	Fraud	Transformation Priority 3: Being financially responsible	Strategic Director Corporate Resources & Transformation Section 151 Officer	<p>Inherent Risk Score</p> <p><b>High</b></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="4">Impact</td><td></td></tr> </table> <p>Residual Risk Score</p> <p><b>Medium</b></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="4">Impact</td><td></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 each year.</p>
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PR13	Procurement	Transformation Priority 3: Being financially responsible	Strategic Director Corporate Resources & Transformation Section 151 Officer	<p>Inherent Risk Score</p> <p><b>High</b></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;"><b>Impact</b></td> </tr> </table> <p>Residual Risk Score</p> <p><b>Medium</b></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;"><b>Impact</b></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			<b>Impact</b>					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			<b>Impact</b>					<p>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>	<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><b>High</b></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="4">Impact</td><td></td></tr> </table> <p>Residual Risk Score</p> <p><b>Medium</b></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="4">Impact</td><td></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 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>	<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 Transformation 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.  <a href="https://democracy.newforest.gov.uk/documents/s33885/Waste%20Report.pdf">https://democracy.newforest.gov.uk/documents/s33885/Waste%20Report.pdf</a></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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**Principal Risk Register**  
**January 2026**

Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation																																																																								
PR15	Transformation Programme – Political Environment	Transformation Priority 4:- Designing modern and innovative services All	Chief Executive	<p>Inherent Risk Score</p> <p><b>Medium</b></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><b>6</b></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="4">Impact</td><td></td></tr> </table> <p>Residual Risk Score</p> <p><b>Medium</b></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><b>6</b></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="4">Impact</td><td></td></tr> </table>	Probability	4	4	8	12	16	3	3	<b>6</b>	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	<b>6</b>	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					<p>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</p> <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</p>	<p>Programme governance embedded and regular Cllr oversight through the Resources and Transformation O&amp;S panel. Need to stay mindful of LGR context and take proportionate action based on this medium term outlook.</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><b>High</b></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><b>Medium</b></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>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 PGR 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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PR17	Climate and Ecological Emergency	Place Priority 2: Protecting our climate, coast, and natural world	Strategic Director Place, Operations and Sustainability	<p>Inherent Risk Score</p> <p style="text-align: center;"><b>High</b></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;"><b>Low</b></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>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 Ecological 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>
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PR18	Working practices	Transformation Priority 2: Being an employer of choice	Strategic Director Corporate Resources & Transformation Section 151 Officer	<p>Inherent Risk Score</p> <p><b>High</b></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;"><b>Impact</b></td> </tr> </table> <p>Residual Risk Score</p> <p><b>High</b></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;"><b>Impact</b></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			<b>Impact</b>					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			<b>Impact</b>					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.
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PR19	Recruitment and retention of staff	Transformation Priority 2: Being an employer of choice	Strategic Director Corporate Resources & Transformation Section 151 Officer	<p>Inherent Risk Score</p> <p><b>High</b></p> <table border="1"> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <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><b>Medium</b></p> <table border="1"> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <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>		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		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	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.
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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><b>High</b></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><b>Medium</b></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			
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