

Corporate Risk Register Q2 2025/26

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Description	Further Action	Risk Assessment Reporting Fields Q2 Review
CR001	Finance	12	4	9		This refers to the ability of the Council to meet its financial commitments and/or the scale and pace of budget cuts. This relates to income and expenditure and includes internal budgetary pressures, savings/growth considerations, external economic changes etc.	Set budget for 2025/26 and the next medium- term plan (FEB 25) Completed. Agree a set of new efficiencies for delivery (Feb 25. In progress) Progress individual service budget reviews and zero-based budgeting, Waste competed PASC to be carried out in 2025-26. To be completed 2025/26 Further work on Trade waste to understand total cost of service delivery June 26. Mid-Year Review if MTFP (Dec 25) Upgrade Core Financial System and Migrate to Cloud Phase 1 (Completed) Transfer Various Functions from Citrix based to web-based system (Phase 2 Completed)	A significant number of efficiencies have been identified as "at risk for delivery" which puts additional pressure on the MTFP if alternative savings cannot be identified. SLT is currently undertaking a review to identify new proposals across the Council. these will be worked up into viable options and presented to Cabinet as part of the budget process for 2026/27. In addition, in-year budget pressures continue due to staff sickness requiring a high amount of Agency cover. A new absence management policy has been approved and will be implemented which will help to alleviate this budget pressure; however, this will take time to embed, and pressures are expected to continue this financial year.

								Due to the uncertain nature of efficiencies, the risk is likely to remain high for the foreseeable future or until efficiencies to meet a balanced budget have been identified.
CR002	Capacity Service Delivery	9	4	12		This is about ensuring that sufficient capacity is available to deliver services which meet statutory obligations, Council objectives etc and public expectation.	Complete sign off of employee policies including absence management, harassment (Oct 2025) Complete sign off of Learning and development needs across the organisation and review of policy (October 2025) Roll out training and awareness of changes to absence management policy with managers particularly in Waste services (NOV 25) Finalisation of the LGR submission will release some capacity back for some core officers – (NOV 25) Need to assess future capacity requirement for LGR – (MAR 26)	Departments across the Council are still reporting capacity issues which is affecting some statutory services with reliance on agency staff to cover. Multiple officers are working on the Councils LGR submission with no additional back filling of roles which is having a further impact on capacity. There is additional risk that staff may decide to leave during the run up to LGR. High levels of sickness across the Environment department are still being incurred. A new absence management policy has been drafted and is ready to be presented for approval.
CR003	Health & Safety At Work	12	3	6		This refers to Occupational Health & Safety.	Assessment needs to be amended to reflect new management roles the risk assessments reviewed by all (Completed) Actions for quarter 2 include:	The health and safety concerns regarding the Large Garage have been resolved and is in the process of being demolished, the risks in this area can therefore be removed, once complete.

							• Continuation of the rollout of Reactec for arm and hand vibration monitoring with particular emphasis on cemeteries staff. (Jan 26) • Deal with identified gaps in health and safety training and inductions in Environmental services. (Ongoing for 25/26) • Finalise risk assessments in parks. (MAR 26)	Additional actions in Parks around Risk Assessments and the rollout of the hand and arm vibration system Reactec for cemeteries staff will continue into the second half of the year. In addition, gaps in induction and training are continuing to be addressed in Environmental Services. Whilst the risk remains the same at the end of quarter 2 it is expected to be reduced as the actions set out are finalised.
CR004	Environmental	12	4	9		This refers to the environmental impact on the public – it could be related to virus type illnesses or environmental incidents such as flooding which impact on health or related to events which have an impact on the natural environment such as pollution/contamination	Emergency Plan review commences June 2025 and is in progress. Senior Officers to complete on-line training associated with countywide operation training (Autumn 25 partially completed)	Carbon Action Management Plan has been updated and approved by Cabinet and is being monitored through the Budget & Performance Board. Risk actions plans are in place and are ongoing. No Change in Risk level for Quarter 2.

CR005	Contractual Partnerships	12	4	6		This refers to both the risks regarding partnership / contractual activities and the risks associated with the partnership / contract delivering services to the agreed cost and specification.	Deliver contract management training for officers (FEB 2026) Enhancement of due diligence checks with support from Orbis (Partially completed (OCT 2025) Agree KPI's for inclusion in Orbis contract (DEC 25) Agree principals and priorities for Social Value Policy (DEC 25) Complete Social Value Policy (JAN 26)	Procurement contract continues to operate well with relationships being managed effectively. KPIs still need to be agreed and incorporated into the contract. Contract Management training is expected during quarter 4. The Social Value Policy in a draft format and work in continuing to progress. The risk remains unchanged and expected to be reduced once training has been delivered.
CR006	Reputation	12	4	6		This relates to public perception / expectation and the impact of media attention.	Ensure active engagement in Local Government Re-organisation and effective comms plan (ongoing) Implement Communications Plan for both internal and external communications (Oct 2025) Ensure project plan in place for Garden waste roll out (Oct 25)	Waste complaints peaked over the summer, but interventions meant that they started to reduce in September. Continuation of interventions identified to address waste complaints.
CR007	Infrastructure Assets	16	4	9		This looks at the loss, protection and damage of physical assets and takes into account the	Asset management strategy needed. (SEP 25)	The Large garage is in te process of being demolished, therefore risk associated with this asset have been removed.

						need to maintain, protect, insure and plan for unexpected loss.	Procure and asset management system (DEC 25) Review temporary accommodation for suitability and establish maintenance programme. (AUG 25) Maintenance and compliance schedules to be combined across Leisure, properties and Housing. (AUG 25) Demolition of large garage to support depot improvements. (Sep 25) Further engagement with County on drainage issues on wet side (ongoing)	Asset Management Plan is in draft format, and due to be approved in quarter 3. A slight reduction in risk in quarter 2 as the large garage has been demolished and condition surveys are out to procurement. The procurement for the condition surveys has been awarded. However, the result of the surveys could determine an increase in risk and the drainage issues at Carlton Forum still pose a significant risk to service delivery, therefore whilst the risk has reduced slightly it does remain high.
CR008	Legislative	12	4	6		This refers to changes to and breaches of current law leading to additional workloads, fines, intervention by regulatory bodies etc.	Project Plan to be developed for future waste changes for simpler recycling March 2026 and Food Waste October 2027 (Mar 26) Prepare project plan for roll out of Martyn's Law (JAN 26) Review costings for changes to facilities once guidance published (JAN 26)	Group established to review changing and toilet facilities across assets to ensure compliance with EHRC guidance once finalised. Still waiting for guidance before definitive decisions on asset management and adjustments. H and S team and legal are making preparations for implementation of Martyn's law, no final plan produced but in progress.

							Risk Board to consider upcoming legislative changes and review risk registers in Q3 particularly in respect of Housing and Employment changes. (DEC 25)	
CR009	ICT Technology	12	4	6		This relates not only to the impact of Internal technology failure but also changing technological demands and the ability to meet the pace and scale of change.	Review cyber security risk register (JUL 25) Review ICT policies (OCT 25)	Risk remains the same. Still capacity issues in the team, however recruitment is ongoing and will be resolved in coming months. ICT projects continue to be implemented, CRM nearing completions and the first phase of White space has gone live.
CR010	Projects	12	4	4		This relates to the effective management of projects to achieve delivery that is on time, to budget and that meet the needs of the organisation.	Establishment of corporate reporting mechanism for major contracts through making meetings matter project (Sep 25) Alignment of project risk templates with Pentana (OCT 25) Develop Annual Delivery Plan timetable for 26/27 to align with budget process (OCT 25)	Project and Programme updates reporting now fully functional with updates to SLT & Leadership as part of the Connected Council approach. Corporate Plan is being reviewed to include LGR work. All programmes have a RAID log, which manages project risk.

								The central portfolio if live and tracking all projects on dedicated software. Most programme Boards now in place with only one left to stand up. Risk remains the same currently as some individual projects are at an amber rating, but overall good progress is being made.
CR011	Fraud Bribery Misconduct	12	4	9		Relates to improper actions committed against the Council either internally or by third parties. Including frauds, bribery, money laundering and misconduct e.g., theft, falsification of timesheets.	Renew Anti-Fraud Strategy – Draft Completed in discussion with Internal Audit (MAR 26) Revised Departmental Fraud Risk Assessments– (Oct 2025– In Progress) Actions for Quarter 2 • Chase up user who are overdue on renewing fraud awareness training – (SEPT 25) • Consider alternate training methods for front line staff – (Jan 26) • New Training System and Policy being Drafted to include monitoring of Mandatory Training (JAN 26) • Consider internal audits recommendations on Agresso user access – (December 25 reporting back to Audit Committee in March 26)	The audit of main financial system– Fraud has been completed, this still show 3 high risks around take up of training, Agresso users’ access and more work that needs to be carried out on the Anti Fraud Strategy. Departmental fraud risk registers are in progress and have been discussed at Budget & Performance Board and will be at risk Board in Dec 25. The risk remains the same as internal Audit have identified three key risks remain in the recent fraud audit Once these actions have been completed the risk may decrease, although due to the high consequences of Fraud it is likely to remain at a higher score.

						• Complete update on Anti Fraud Strategy and ensure alignment with Gedling priorities (MAR 26) • Implement other internal audits recommendations on the anti fraud strategy (DEC 25) • Ensure new requirements of the Economic crime and corporate transparency act are embedded into the anti fraud strategy (DEC 25) • Publicise Fraud Communication on Staff Intranet – every 3 months (Complete) • Review, revise and publicise Fraud Response Plan – (March 2026) • In Person training to be undertaken for staff who don't have access to a computer – (MAR 2026) • Forensic review of other ICT systems including Civica – (In progress – March 2026) User Access review and centralisation (July 2025) – Currently in progress	
CR012	Service Standards Performance Management	9	4	6		This relates to the setting of acceptable standards and levels of output for a service area and the processes put in place to ensure these are delivered and	Programme of equality/Diversity and Inclusion training to be developed for frontline staff, managers and Councillors – December 2025 Quarter 2 Performance remains high with all milestones either completed or on track for delivery in 2025/26. Missed KPI's include time taken to process new benefits claims and working days lost to sickness a staffing review in

						managed appropriately.	Establish Annual Delivery Plan timetable to align with budget process for 2026/27 (OCT 25) Review staffing in Revenues and Welfare to ensure KPIs improve for processing/amending claims for benefit. (Dec 25) Create centralised training needs analysis and plan (JUL 25) Review Employee/manager and Leader Standards (Jun 2025)	benefits in underway to determine resource requirements. A new absence management policy has been completed and will be presented to approval in Quarter 3. Waste complaints spiked during the summer, however interventions started to see these decline in September. The risk remains the same for quarter 2.
CR013	Information Data	12	4	9		Security – this relates to physical and IT security on site and in-transit or inappropriate disclosure of information.	Create Register of Processing Activity in line with audit recommendations (SEP 25) Sign off of new IDV policy (OCT 25) Update Cyber Audit including Information Security Policy (Dec 25) Review Retention policies (OCT 25) Review DPIA processes and raise awareness (OCT 25)	Cyber Audit due will include update of information security policy. A push on cyber security training is in place. New GDPR training is taking place in quarter 3. There has been no major data breaches. Due to nature of this risk the consequences around cyber security and data will always remain high, other risks have been rated lower risks, however, whilst the idlehood may decrease in future months consequences will remain

									high, therefore, the overall risk for quarter 2 remains the same.
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