




# Corporate Risk Register Q4 2025/26






Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
CR001	Finance	12	4	6		Tina Adams	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 2026/27 and the next medium- term plan (FEB 26) Completed. Agree a set of new efficiencies for delivery (Feb 26. Completed Progress individual service budget reviews and zero based budgeting, Waste competed PASC to be carried out in 2025-26. Work ongoing into 2026/27 Further work on Trade waste to understand total cost of service delivery In progress. Ongoing work into 2026/27. Mid Year Review if MTFP (Oct 26) Completed. Upgrade Core Financial	Some overspends relating to staffing issues and related service issues have resulted in significant overspends. Whilst these have been offset by savings generated in other areas the risk of continuing overspends remains significant until service and staffing issues can be resolved. Budget management work within the environment department continues with some dedicated finance resource put in place to enable the detailed analytical work to be undertaken. Due to the ongoing service issues that are directly impacting on budget, this


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								System and Migrate to Cloud Phase 1 (Completed) Transfer Various Functions from Citrix based to web based system (Phase 2 Completed)	work is not expected be concluded quickly and will be ongoing for several months at least. The 26/27 budget was approved at Full Council in March and is balanced. New efficiencies were identified and approved, however but has become apparent that due to some transformation work now not being undertaken in light of LGR the longer term efficiencies will not be realised and will need to come out of the MTFP or be replaced by new efficiencies. Overall the risk remains the same as reported in Quarter 3.
CR002	Capacity Service Delivery	9	4	9		Tina Adams; Mike Hill; Francesca Whyley	This is about ensuring that sufficient capacity is available to deliver services which meet statutory obligations,	Roll out training and awareness of changes to absence management policy with managers (MAY	Absence Management training has been organised to be delivered in May. An assessment of internal


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							Council objectives etc and public expectation.	<p>26) Further assess capacity requirement for LGR and resources needed (JULY 2026)</p> <p>Complete Succession Planning process mapping (DEC 26)</p> <p>Managers survey results to be assessed (JULY 2026)</p> <p>Introduction of Mental health first aiders to support staff (SEPT 2026)</p>	<p>resource needed for LGR at this stage has been undertaken with a project support officer now working on the "no regrets" data gathering work and supporting workstreams.</p> <p>Now holding regular briefings with staff on LGR and internal governance process established to ensure effective communication.</p> <p>Capacity continues to be something to watch but no rise in risk levels in Q4, notice from some staff in finance and Property services is likely to impact next reporting period.</p>
CR003	Health & Safety At Work	12	3	9		Francesca Whyley	This refers to Occupational Health & Safety.	<p>Actions for quarter 3 include:</p> <ul style="list-style-type: none"> <li>Continuation of the rollout of Reactec for arm and hand vibration monitoring with</li> </ul>	Slight increase in risk level in Q4 following departmental risk rising to red. Likelihood of injury has increased as failure to engage

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								<p>particular emphasis on cemeteries staff. (Jun 26)</p> <ul style="list-style-type: none"> <li>• Deal with identified gaps in health and safety training and inductions in Environmental services including emphasis on reporting near misses and providing information for incident reports- Matrix now completed but training to be delivered. (Jun 26)</li> <li>• Finalise risk assessments in parks. (JUL 26)</li> <li>• More regular fire drills to improve response (JUL 26)</li> </ul>	<p>effectively in the reporting of near misses and accidents or failure to follow through on reporting of incidents so appropriate mitigations can be put in place. Also improved engagement with occupational health required.</p> <p>Actions in relation to training and risk assessments in Waste and Parks have fallen slightly behind.</p> <p>Additional resource has been provided to assist in update of risk assessments with support from Health and safety team.</p>
CR004	Environmental	12	4	9		Francesca Whyley	This refers to the environmental impact on the public - it could be related to virus type illnesses or	<p>Emergency Plan review completion and sign off (JUN 26)</p> <p>Review carbon management plan</p>	<p>Significant work undertaken in Q4 including testing emergency planning exercise for a cyber</p>

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							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.	(MAY 26)	incident. Business Continuity Plans completed and new emergency on call rota established. The threat level has raised nationally to critical so no reduction in local risk level this quarter.
CR005	Contractual Partnerships	12	4	9		Francesca Whyley	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.	Agree KPI's for inclusion in Orbis contract (MAR 26) Complete Social Value Policy (JAN 26) Deliver Contract Management Training (JUL 26) Review procurement arrangements with SSP (JUN 26)	Social Value Policy has been approved by Cabinet and ongoing monitoring of outputs will be required. Potential impact on capacity in the procurement team due to LGR impacts on SSP provider, need to review provision early 2026/27 to ensure adequate capacity in procurement function. Capacity has delayed roll out of procurement training in Q4. Risk level increase slightly 6-9 as more

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									probable that capacity for procurement will be impacted due to LGR process impacting SSP.
CR006	Reputation	12	4	4		Mike Hill; Francesca Whyley	This relates to public perception / expectation and the impact of media attention.	Ensure communications plans in place for key projects (Leisure Transformation/LGR) (Mar 26) Roll out external news updates (Q4) Effective communications plan for Garden waste Scheme Launch (Feb 26)	Risk level reduce last quarter but remains the same for Q4. Comms plans completed for Leisure, effective working with central comms cell for LGR and increased communication with staff through briefings. Positive engagement with garden waste campaign completed in Q4. External news updates rolled out. Capacity following structural changes in comms need to be kept under review
CR007	Infrastructure Assets	16	4	9		Mike Hill; Francesca Whyley	This looks at the loss, protection and damage of physical assets and takes into account the need to maintain, protect, insure and plan	Asset management strategy sign off (JUN 26) Review outcome of temporary accommodation for	Risk level remains unchanged as mitigatory actions not yet completed. Capacity issues in property services have delayed

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							for unexpected loss.	suitability and establish maintenance programme.(JUN 26) Maintenance and compliance schedules to be combined across Leisure, properties and Housing. (JUN 26) Complete demolition contract for Front Street (April 26)	approval of Asset Management Strategy and Plan but due for approval early 2026/27. Demolition of Front Street properties is essential procurement complete but contracts need signing off. Ongoing issues with leisure assets resulting in brief closures for pool maintenance at Calverton and Arnold. Delay in receiving condition surveys for assets and TA has also delayed production of Asset management plan for those sites, expected now early 2026/27 which may impact risk.
CR008	Legislative	12	4	6		Francesca Whyley	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 (Jul 26)	EHCR guidance expected in May in relation to changing and toilet facilities. Continue to review provision and establish costings. Expecting preparation



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								<p>Prepare project plan for roll out of Martyn's Law (JUN 26)</p> <p>Review costings for changes to facilities once guidance published (JUL 26)</p> <p>Preparation for planning changes (AUTUMN 2026)</p>	<p>plan for food waste trial to Cabinet in July 2026.</p> <p>Martyn's Law preparation needs reviewing early 26/27.</p> <p>Renter's Rights Act changes continuing</p>
CR009	ICT Technology	12	4	6		Francesca Whyley	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.	Start Review ICT policies (JUN 26)	<p>Recruitment is now complete and all should be in post early 2026/27.</p> <p>Risk level remains the same, lots of positive work in Q4 to improve intranet security and bring externally hosted websites in line with corporate website to improve security.</p> <p>Other work undertaken to</p>

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									improve ICT security.
CR010	Projects	12	4	4	■	Tina Adams; Mike Avery; Francesca Whyley	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.	Est Complete RIBA 3 and 4 for Carlton Active (NOV 26) Decommissioning of Richard Herrod Centre(MAY 26) Complete contract for demolition of Front Street (JUN 26)	No change in risk level. Progression with Carlton Active Project with approval to RIBA 3 and 4. Ambition Arnold project needs progression through demolition of Front Street need to review risk level next reporting period. Performance at year end is good with all projects on track. Need to review this risk category for 2026/27 Annual Delivery Plan approved for 2026/27 with new milestones Performance Boards reviewed to align with new Gedling Legacy plan priorities
CR011	Fraud Bribery Misconduct	12	4	6	■	Tina Adams	Relates to improper actions committed against the Council either internally or by third parties. Including	Renew Anti-Fraud Strategy - Draft Completed in discussion with Internal Audit	Anti Fraud and Corruption Strategy completed and aligned to new guidance, will be going to Audit Committee

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							frauds, bribery, money laundering and misconduct e.g., theft, falsification of timesheets.	<p>(Scheduled for Audit Committee in June 26)</p> <p>Revised Departmental Fraud Risk Assessments- (Oct 2025- Match 26)</p> <p>Ongoing Actions for Quarter 4</p> <ul style="list-style-type: none"> <li>• Chase up user who are overdue on renewing fraud awareness training - (SEPT 25) complete</li> <li>• Consider alternate training methods' for front line staff - This is proving challenging due to resources and logistics of in person training. Alternate methods of training are being explored, however cost is a limiting factor. Proposals will come forward in 2026/27.</li> <li>• New Training System and Policy being Drafted to include</li> </ul>	<p>in June 26. Staff with access to a computer has much improved in the last quarter of 2025/26, due to direct contact with staff who were overdue. Results are being compiled. Training for staff without a computer still poses a challenge due to resources, alternate options are being explored with costings. Options will be considered in early 2026/27.</p> <p>The Agresso system risk is currently being considered by SLT who have determined that some risk will need to be accepted due to some option being undeliverable within a reasonable cost. Mitigations are being considered in terms of which audit logs are available and how they</p>

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								<p>monitoring of Mandatory Training (JAN 26) completed</p> <ul style="list-style-type: none"> <li>• Consider internal audits recommendations on Agresso user access – SLT have agree an option but need some further work on audit logs available within the system. Will take to Audit Committee in 2026/27 once fully agreed,</li> <li>• Complete update on Anti Fraud Strategy and ensure alignment with Gedling priorities Will be going to Audit Committee in June 26.</li> <li>• Implement other internal audits recommendations on the anti fraud strategy (Mar 26) in progress some still outstanding updated being made to Internal Audit.</li> </ul>	<p>can be used to reduce risks. All Agresso user access is now sitting with ICR which has reduced fraud risk significantly. The risk remains the same as quarter 3..</p>

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								<ul style="list-style-type: none"> <li>• Ensure new requirements of the Economic crime and corporate transparency act are embedded into the anti fraud strategy At Audit Committee in June 26.</li> <li>• Publicise Fraud Communication on Staff Intranet – every 3 months (Complete)</li> <li>• Review, revise and publicise Fraud Response Plan – Completed Will be at Audit Committee in June 26.</li> <li>• In Person training to be undertaken for staff who don't have access to a computer – Logistics and alternate options being considered, (September 26)</li> <li>• Forensic review of other ICT systems including Civica – (In</li> </ul>	

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								progress – March 2026) – Delayed due to supplier issues will reconvene in 2026–27. User Access review and centralisation (July 2025) – Completed for Agresso	
CR012	Service Standards Performance Management	9	4	4		Francesca Whyley	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 managed appropriately	Ensure ADP cascaded through 1:1s (MAY 26) Update milestones for 2026/27 on Jura (JUN26)	ADP completed for 2026/27. Performance in Q4 positive with majority of milestones completed. Need to cascade actions for 2026/27 through one to ones
CR013	Information Data	12	4	9		Francesca Whyley	Security – this relates to physical and IT security on site and in-transit or inappropriate disclosure of information.	Review Register of Processing Activity in line with audit recommendations (SEP 26) Training on new IDV policy (JUL 26) Review Retention policies (Jul 26)	Risk level remains the same, RoPA review almost completed but review still required of Retention and Disposal policy which has been delayed due to capacity in Legal Services. Audit of FOIs completed

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								<p>Changes to complaints/FOIs etc system (JUL 26)</p> <p>Review DPIA processes and raise awareness (FEB 26)</p>	<p>with positive outcome. Data Security now a sub-group of LGR Governance workstream.</p>