

AGENDA ITEM NO. 7

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to:	Environment and Leisure Scrutiny Panel
Date of Meeting:	16 th October 2025
Subject:	Integrated Performance Report - First Quarter 2025/26
Portfolio:	Leisure and Health / Communities and Public Services
Responsible Officer:	Assistant Director (Democracy and Governance)/ Risk Management and Performance Officer
Corporate Plan – Theme:	Your Council
Corporate Plan – Aim:	Strive for transparency and accountability in all that we do. Increase public scrutiny.
Ward Relevance:	All
Public or Private:	Public
Forward Plan:	Not a key decision

1. Purpose of report

This integrated report seeks to provide appropriate performance information and risk data for service areas within the scope of this Panel - providing the Panel with sufficient information to monitor results to address issues arising.

2. What is the panel being asked to consider?

The panel is asked to scrutinise the performance and risk information contained in this report.

3. **Recommendation**

The panel is asked to scrutinise the performance and risk information contained in this report and make any recommendations to the relevant Cabinet portfolio holder and/or Cabinet.

4. **Background**

This report is required for consideration by Overview and Scrutiny panels 3 times per year.

5. **Report**

5.1 **Introduction**

5.1.1 This integrated report seeks to provide appropriate performance information and risk data for service areas within the scope of this Panel

5.1.2 The report has been adapted to reduce the volume of data (as previously reported under the former scrutiny panel arrangements) whilst still providing the Panel with sufficient information to monitor results to address issues arising.

Important Note for Panel Members - Additional information

Should panel members require additional information relating to performance **not fully explained by the comments supplied**, the following process is essential for the effectiveness of the meeting (to ensure that all issues can be addressed at the meeting):

- Having reviewed the report, the panel member should either ask for additional information to be provided ahead of the meeting or, if necessary, request that the relevant officer(s) attend the meeting. In either instance, the panel member should contact the Chair at their earliest opportunity
- The Chair will then advise the Committee clerks to make the necessary arrangements

5.2 Financial Data

- 5.2.1 The Overview and Scrutiny Panel (OSP) should note that the Integrated Performance Report does not have any financial data that would otherwise be included in reports sent to Cabinet. This will help mitigate any possible confusion amongst officers and elected members, with regards to duplicated financial information. It will also reduce officer time spent producing multiple reports with the same/similar financial data. Previously, financial reports have been reported to both Cabinet and OSP's, and in the case of OSP's, only the financial data relevant to that OSP was presented. This resulted in financial data being compiled and manually separated between OSP's by officers.
- 5.2.2 The remit of the OSP panel includes scrutinising and reviewing decisions made by the executive and can "call in" a report (if stated within the report itself). Members of each OSP panel are reminded they receive links to Cabinet agendas, reports and meeting minutes which should be being reviewed. Members of the OSP may also discuss and agree whether an item should be added to the OSP work programme for scrutiny purposes, allowing a specific report or update to be provided by the Executive, Cabinet Member and/or Officer(s). Details of the "call-in" process is included in the OSP Procedure Rules contained within the Constitution.
- 5.2.3 Each OSP should review the Forward Plan and where a decision has been made, members of the OSP should consider calling in an item if they have concerns which need discussing at a future OSP meeting. As per the August 2025 forward plan, the following financial reports are due to be considered by Cabinet in 2025:
- General Fund Budget Monitoring Q2 (November Cabinet)
 - HRA Budget Monitoring Q2 (November Cabinet)
 - Capital Monitoring Q2 (November Cabinet)

5.3 Report Format 2025/26

The report has been amended from the 2024/25 format to only include items within the remit of the panel.

Summary of the report content for 2025/26:

REPORT ITEM	COMMENTS
<u>Appendix A</u> – summary of : <ul style="list-style-type: none"> • Performance measures within the remit of the panel • Freedom of Information / Environmental Information Requests and trends • Complaints and trends • Strategic Risk Register risks within the remit of the panel • Member Enquiry Forms and trends 	NO CHANGE FROM 2024/25 REPORTING
<u>Appendix B</u> - Performance measures within the remit of the panel: <p>H&COM - per Housing KPI report BRP - 19 E&L - 13 H&CORP - 17</p>	<p>Considerably more measures than previously supplied. This is as a result of a full review of performance collation and reporting in conjunction with service areas linked to automating the process as much as possible.</p> <p>Housing and Communities OSP - Please note that a detailed report on these measures is supplied as a separate agenda item to the panel. Consequently, the performance summary that is provided will allude to that report to avoid duplication of information.</p>
<u>Appendix C</u> – Details of Strategic Risk Register risks within the remit of the panel	NO CHANGE FROM 2024/25 REPORTING
Executive Summary of the Strategic Performance Report to Management Team	REMOVED FROM REPORT - as these are cross-cutting measures and have not helped focus the scrutiny process.

NOTE: For convenience, an Executive Summary will be provided as the main report for the panel with a link to the full report. As outlined at previous meetings, this means that panel members, in the first instance, will be reviewing a succinct overview of the report content.

5.4 Regulation of Investigatory Powers Act (RIPA) 2000 (covert surveillance)

An inspection report by the Office of Surveillance Commissioners highlighted the following recommendation:

“The importance of keeping the elected Councillors aware of any activity [or non-activity] under RIPA was appreciated and it was accepted that minimal observation would be incorporated at regular intervals into officer’s reports”

Consequently, Elected Members should be aware that, as at the end of this quarter, there have been no surveillance operations.

5.5 Recommendation

The panel is asked to scrutinise the performance information contained in this report and make any recommendations to the relevant Cabinet portfolio holder and/or Cabinet. The panel may decide to establish an OSP Review Working Party, proposed, voted and agreed at an OSP itself, to review a specific item/activity. This would be made up of members from the OSP and the OSP would be required to set a clear scope and remit for the review.

6. Appendices

Please note the following appendices:

Appendix A – Summary Charts

Appendix B –1 Performance Data , 2 Performance Summary

Appendix C – Strategic Risk Register Summary

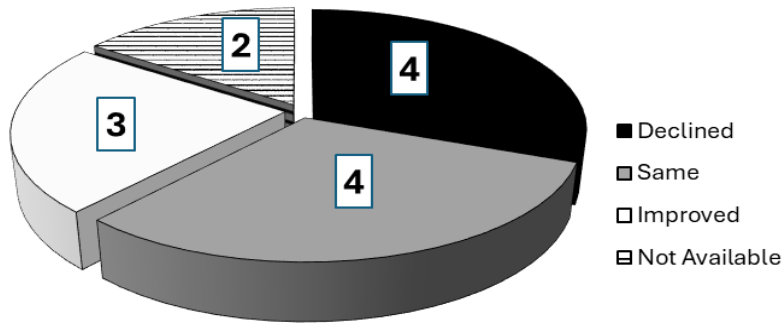
7. Report Writer Details:

Officer Job Title: Risk Management and Performance Officer

Officer Name: Steve Gore

Officer Email Address: steve.gore@nuneatonandbedworth.gov.uk

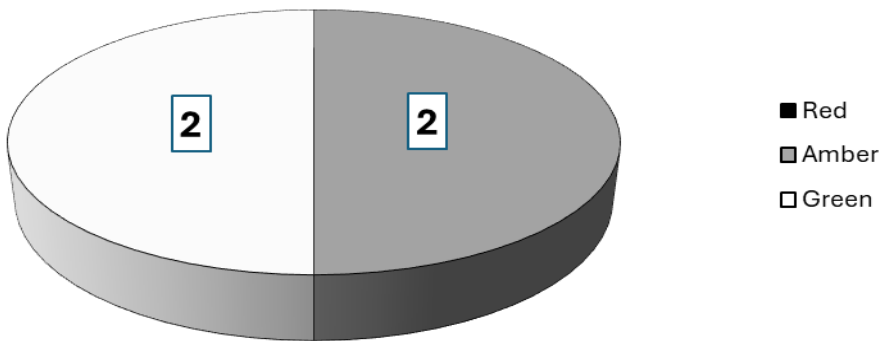
Performance Measures Summary



Freedom of Information (FOI) / Environmental Information Regulations (EIR) Requests and Complaints Summaries – End of First Quarter

	Number Received 2025/26 (2024/25)	Completed 2025/26 (2024/25)	Late 2025/26 (2024/25)	Outstanding 2025/26 (2024/25)
FOI / EIR Requests - 20-day target	203 (200)	196 (198)	43 (34)	7 (2)
Complaints -10-day target	358 (521)	351 (521)	47 (48)	7 (0)

Strategic Risk Register Summary



Member Enquiry Forms (MEFs) Summary First Quarter

Number Received	
2024/25	2025/26
179	203

Subject trends identified in the current quarter:

FOI / EIR - None identified

Complaints - None identified

MEFs - Housing (65) and Leisure and Culture (44) over 50% of total

This dashboard contains the Environment and Leisure OSP Measures. As of the 2025/2026 reporting period, it includes a total of 13 performance measures.

Title▲	KPI Description	Frequency	KPI Format	Service Area
EA 01	Total Leisure Attendance (usage) from all sites	Annual	Number	Everyone Active
EA 02	Year-End Passport to Leisure Memberships (All Sites)	Annual	Number	Everyone Active
EA 03	Passport to Leisure member usage for all sites	Annual	Number	Everyone Active
MUS 01	In-person visits per hour linked to opening hours (year on year comparison of figures)	Annual	Number	Museum
MUS 02	In-person visits per day linked to opening hours (year on year comparison of figures)	Annual	Number	Museum
PK 01	% of parks and open spaces that do not meet the minimum internal score (based on 'Green Flag' criteria/all parks and open spaces)	Annual	Percentage	Parks
PK 02	Number of scheduled ground maintenance tasks completed by contractor (%)	Quarterly	Percentage	Parks
WR 01	Waste recycled (dry recycling) / overall household waste	Monthly	Percentage	Waste Management
WR 02	Waste recycled (composting) / overall household waste	Monthly	Percentage	Waste Management
WR 03	Combined recycling (dry & composting) / overall waste	Monthly	Percentage	Waste Management
WS 01	Waste for incineration / overall waste (%)	Monthly	Percentage	Waste Management
WS 02	KG waste per resident (all) (overall waste / residents)	Monthly	Number	Waste Management
WS 03	KG waste per household (all) (overall waste/ households)	Monthly	Number	Waste Management

EA 01

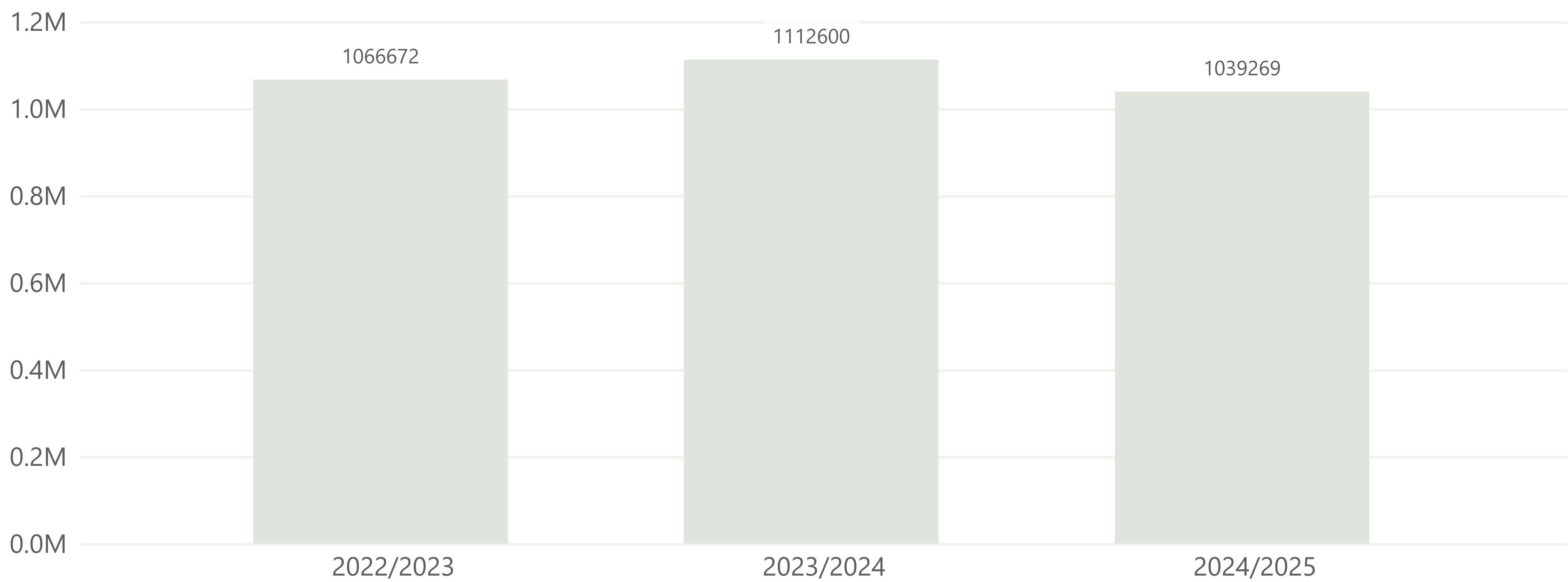
Total Leisure Attendance (usage) from all sites

FY24/25 vs Last FY -73,331

Favourability Higher

Frequency Annual

Service Area Everyone Active



FinancialYear	Value	Target	Comments
2022/2023	1066672		
2023/2024	1112600		
2024/2025	1039269		

EA 02

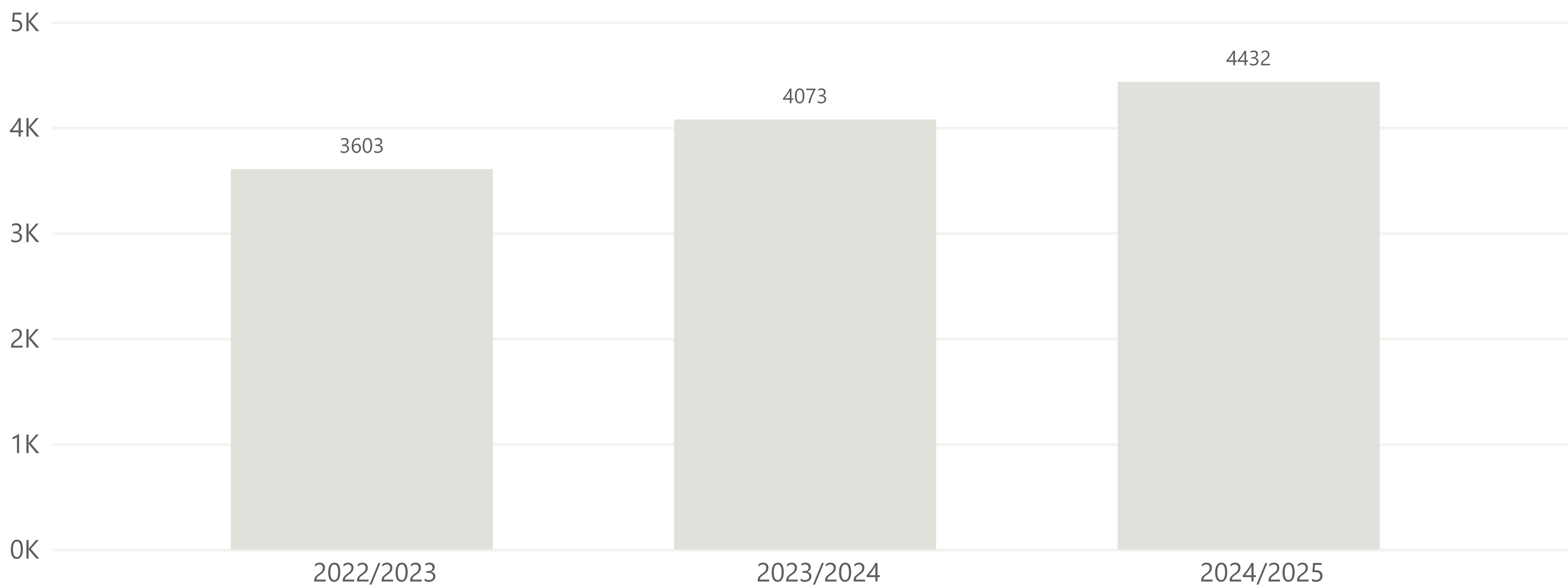
Year-End Passport to Leisure Memberships (All Sites)

FY24/25 vs Last FY 359

Favourability Higher

Frequency Annual

Service Area Everyone Active



FinancialYear	Value	Target	Comments
2022/2023	3603		
2023/2024	4073		
2024/2025	4432		

EA 03

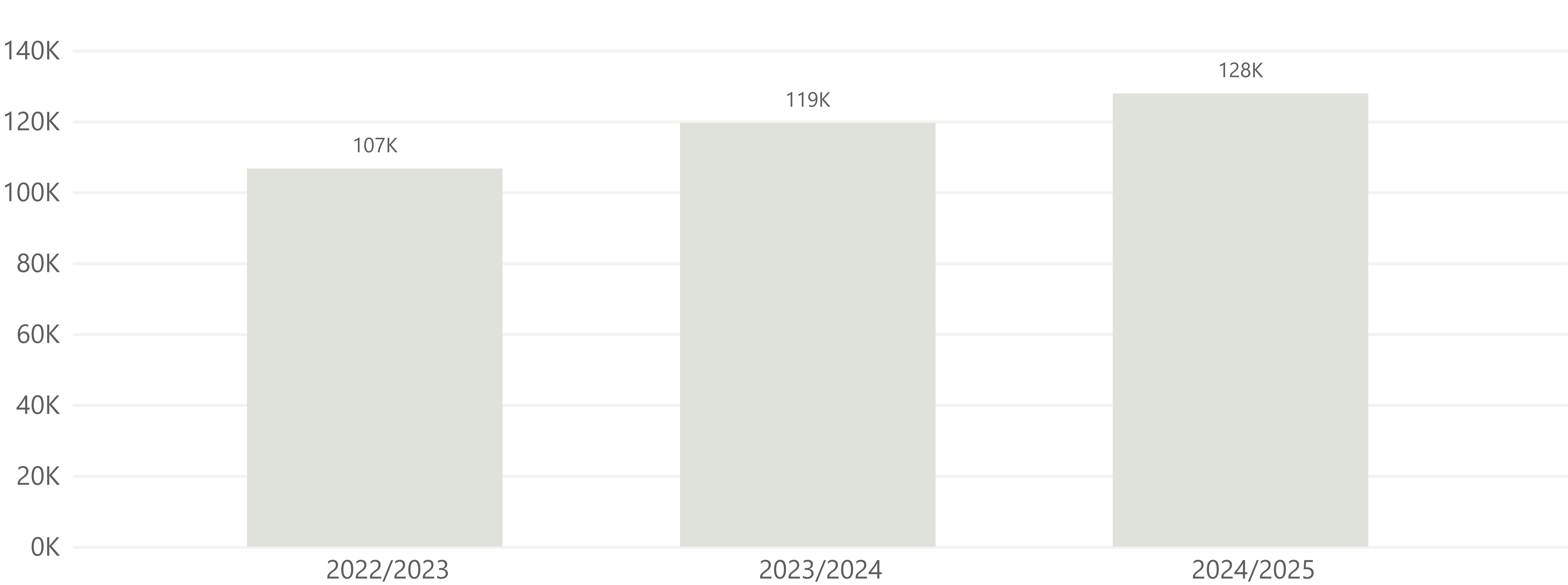
Passport to Leisure member usage for all sites

FY24/25 vs Last FY 8,339

Favourability Higher

Frequency Annual

Service Area Everyone Active



FinancialYear	Value	Target	Comments
2022/2023	106571		
2023/2024	119422		
2024/2025	127761		

MUS 01

In-person visits per hour linked to opening hours
(year on year comparison of figures)

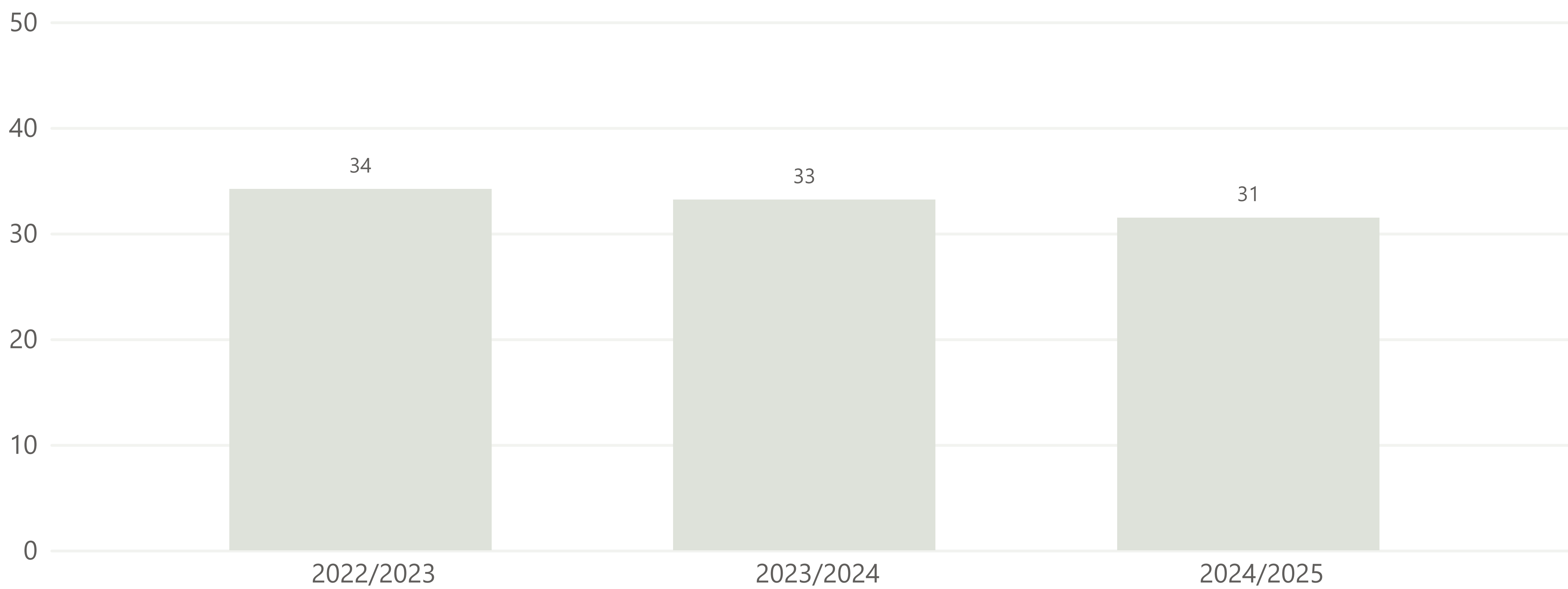
FY24/25 vs Target -2.36

FY24/25 vs Last FY -1.70

Favourability Higher

Frequency Annual

Service Area Museum



FinancialYear	Value	Target	Comments
2022/2023	34.18		47239 people/ 1382 hours open
2023/2024	33.17		43615 people/ 1314.75 hours open
2024/2025	31.48	33.83	27992 people/ 889.25 hours open

MUS 02

In-person visits per day linked to opening hours
(year on year comparison of figures)

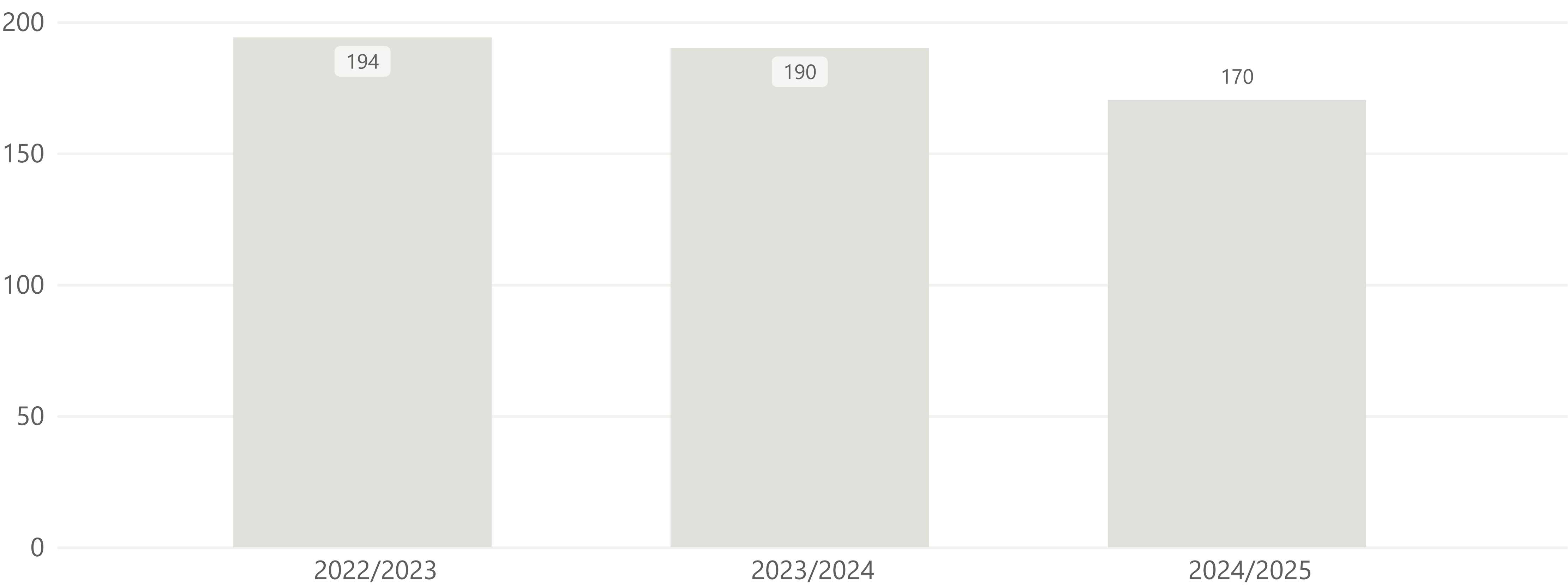
FY24/25 vs Target -23.68

FY24/25 vs Last FY -19.88

Favourability Higher

Frequency Annual

Service Area Museum



FinancialYear	Value	Target	Comments
2022/2023	194.00		47,239 people/243.5 days open
2023/2024	190.04		43615 people/229.5 days open
2024/2025	170.16	193.84	27,992 people/164.5 days open

PK 02

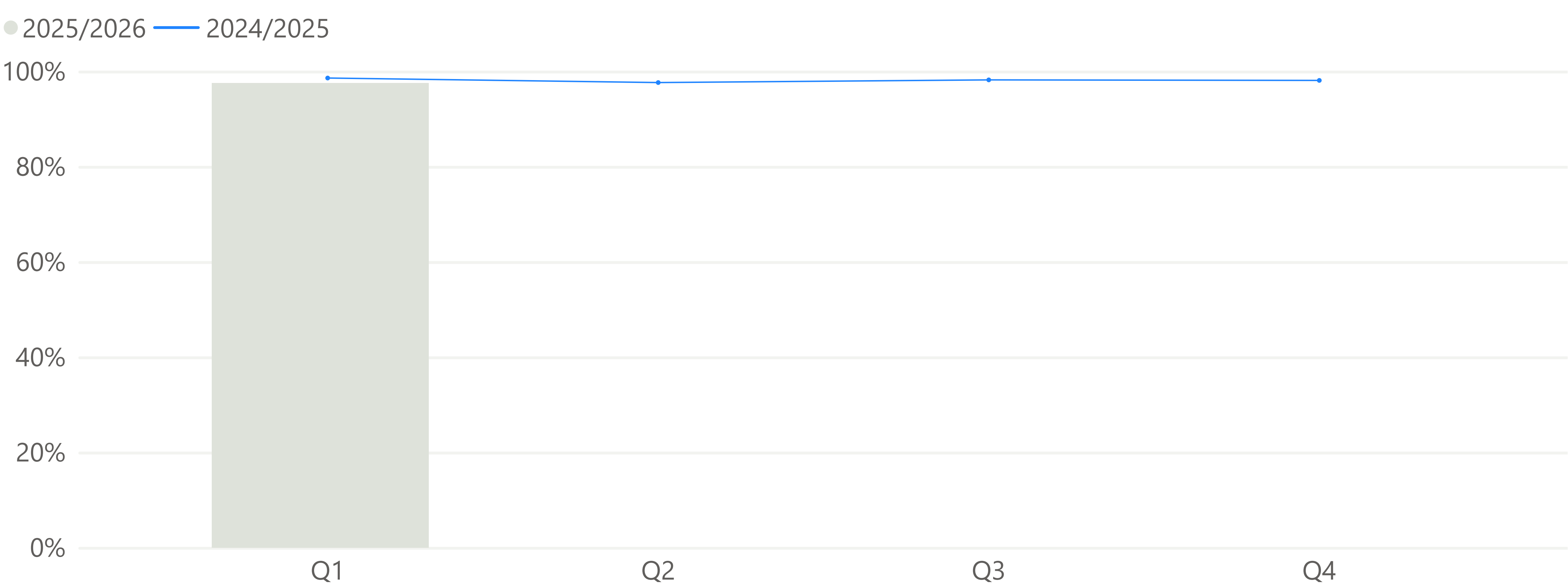
Number of scheduled ground maintenance tasks completed by contractor (%)

Q1 2025 vs Last FY -1.04%

Favourability

Frequency Quarterly

Service Area Parks



FinancialYear		2024/2025		2025/2026	
Fiscal Quarter Label		Value	Comments	Value	Comments
Q1		98.59%		97.55%	
Q2		97.64%			
Q3		98.20%			
Q4		98.09%			

WR 01

Waste recycled (dry recycling) / overall household waste

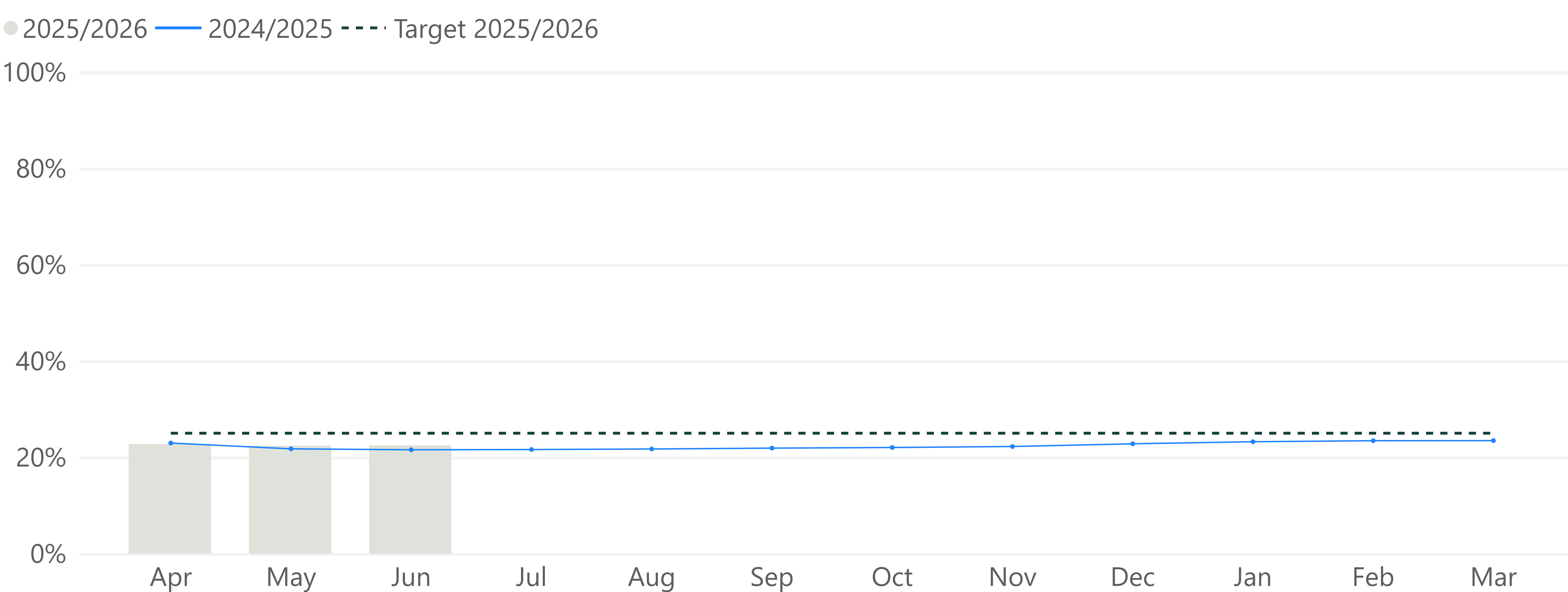
June 2025 vs Target -2.50%

June 2025 vs Last FY 0.94%

Favourability Higher

Frequency Monthly

Service Area Waste Management



FinancialYear 2024/2025				2025/2026		
Month	Value	Target	Comments	Value	Target	Comments
Apr	22.96% ↓	25.00%		22.75% ↓	25.00%	
May	21.75% ↓	25.00%		22.40% ↓	25.00%	
Jun	21.56% ↓	25.00%		22.50% ↓	25.00%	
Jul	21.61% ↓	25.00%				
Aug	21.72% ↓	25.00%				
Sep	21.90% ↓	25.00%				
Oct	22.03% ↓	25.00%				
Nov	22.24% ↓	25.00%				
Dec	22.80% ↓	25.00%				
Jan	23.23% ↓	25.00%				
Feb	23.44% ↓	25.00%				
Mar	23.46% ↓	25.00%				

WR 02

Waste recycled (composting) / overall household waste

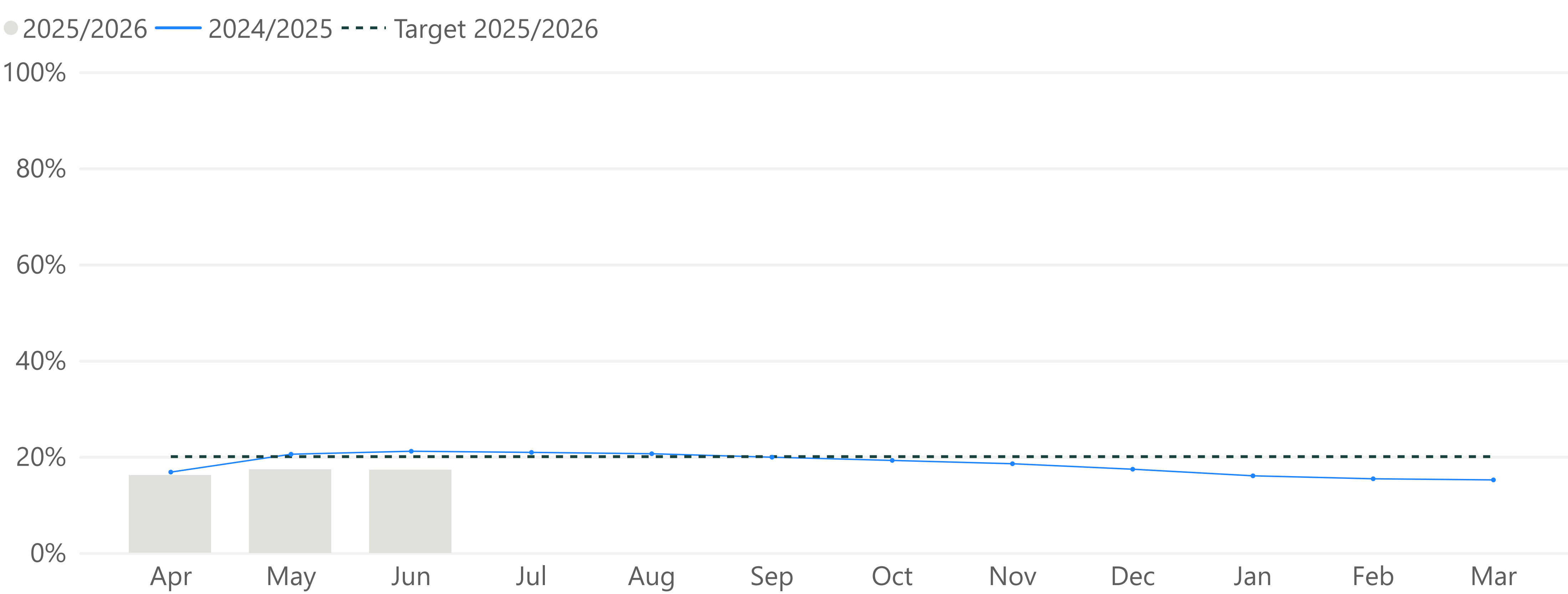
June 2025 vs Target -2.70%

June 2025 vs Last FY -3.82%

Favourability Higher

Frequency Monthly

Service Area Waste Management



FinancialYear 2024/2025				2025/2026		
Month	Value	Target	Comments	Value	Target	Comments
Apr	16.78% ↓	20.00%		16.15% ↓	20.00%	
May	20.50% ↑	20.00%		17.37% ↓	20.00%	
Jun	21.12% ↑	20.00%		17.30% ↓	20.00%	
Jul	20.88% ↑	20.00%				
Aug	20.60% ↑	20.00%				
Sep	19.88% ↓	20.00%				
Oct	19.21% ↓	20.00%				
Nov	18.52% ↓	20.00%				
Dec	17.38% ↓	20.00%				
Jan	16.01% ↓	20.00%				
Feb	15.39% ↓	20.00%				
Mar	15.16% ↓	20.00%				

WR 03

Combined recycling (dry & composting) / overall waste

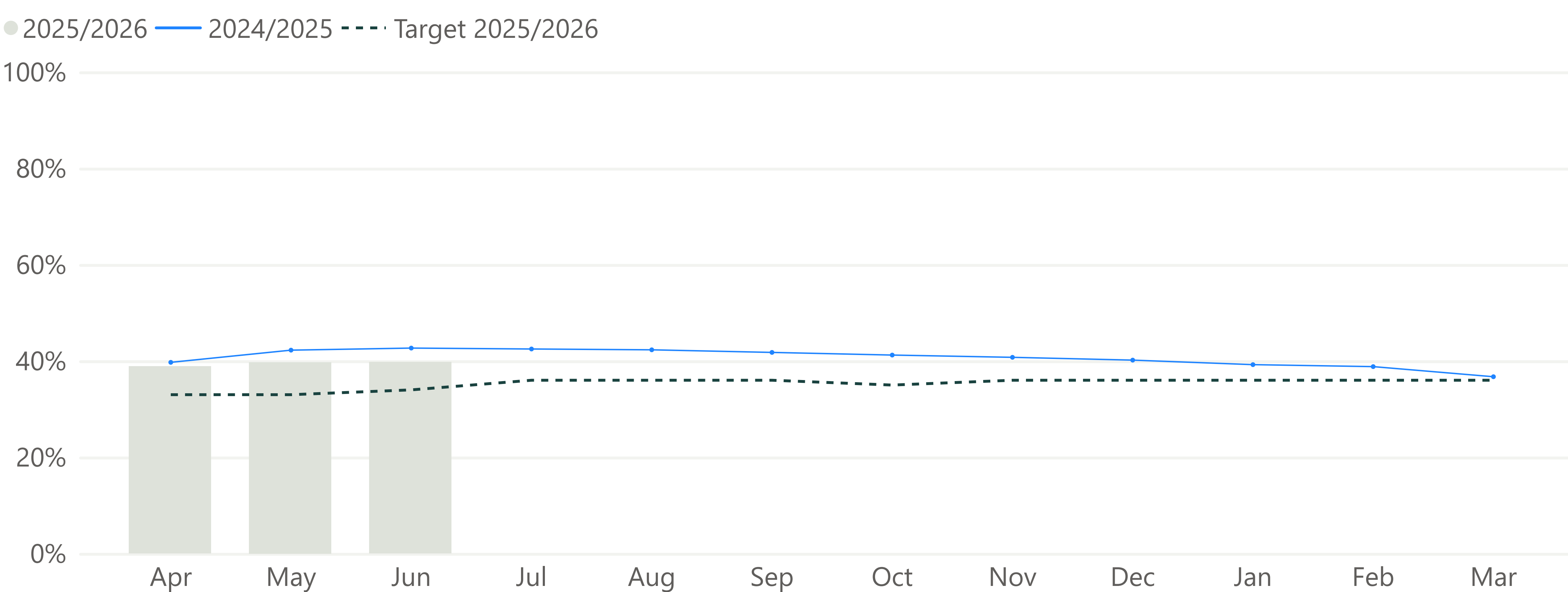
June 2025 vs Target 5.79%

June 2025 vs Last FY -2.89%

Favourability Higher

Frequency Monthly

Service Area Waste Management



FinancialYear 2024/2025				2025/2026		
Month	Value	Target	Comments	Value	Target	Comments
Apr	39.72%	33.00%		38.90%	33.00%	
May	42.25%	33.00%		39.77%	33.00%	
Jun	42.68%	34.00%		39.79%	34.00%	
Jul	42.49%	36.00%				
Aug	42.32%	36.00%				
Sep	41.78%	36.00%				
Oct	41.23%	35.00%				
Nov	40.76%	36.00%				
Dec	40.18%	36.00%	December data amended from 40.01% following a data quality check (30/4/25).			
Jan	39.24%	36.00%	January data amended from 39.09% following a data quality check (30/4/25).			
Feb	38.83%	36.00%				
Mar	36.73%	36.00%				

WS 02

KG waste per resident (all) (overall waste / residents)

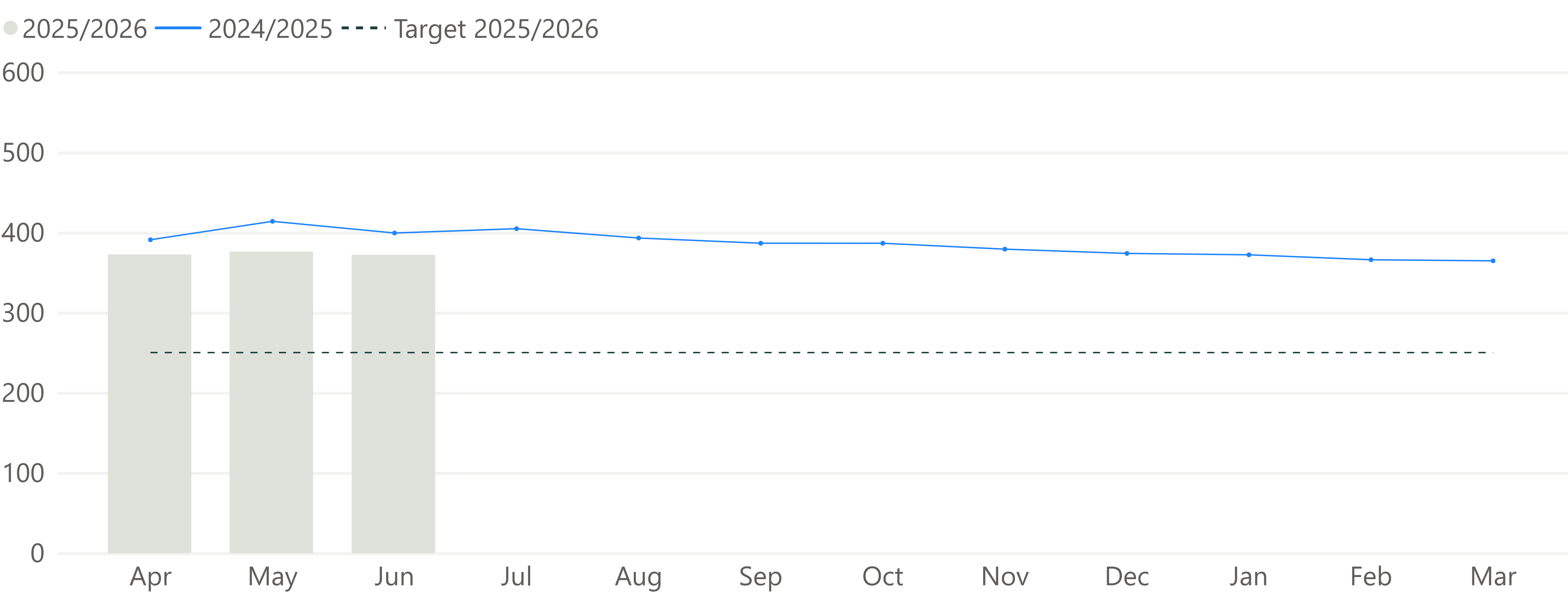
June 2025 vs Target 121.82

June 2025 vs Last FY -27.38

Favourability Lower

Frequency Monthly

Service Area Waste Management



FinancialYear 2024/2025				2025/2026		
Month	Value	Target	Comments	Value	Target	Comments
Apr	390.81	250.00		372.55	250.00	
May	413.76	250.00		376.09	250.00	
Jun	399.20	250.00		371.82	250.00	
Jul	404.59	250.00				
Aug	392.96	250.00				
Sep	386.46	250.00				
Oct	386.42	250.00				
Nov	379.06	250.00				
Dec	373.73	250.00				
Jan	372.01	250.00				
Feb	365.83	250.00				
Mar	364.49	250.00				

WS 03

KG waste per household (all) (overall waste/
households)

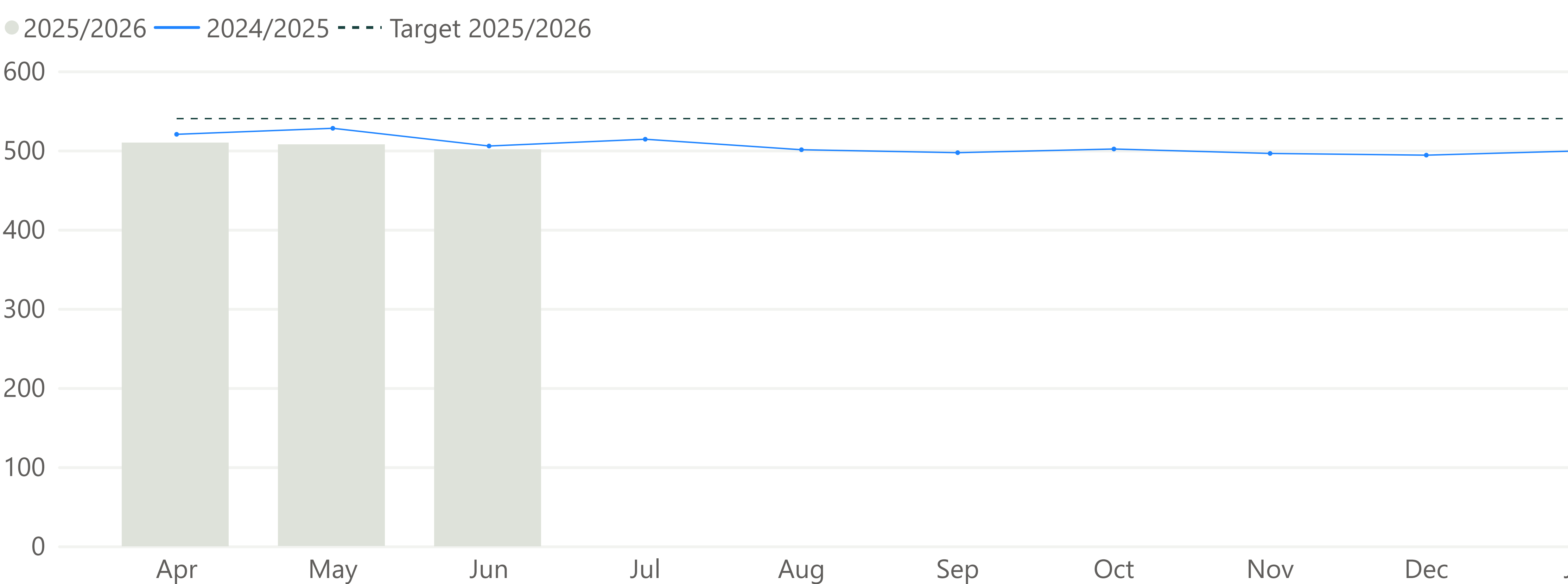
June 2025 vs Target -38.69

June 2025 vs Last FY -4.09

Favourability Lower

Frequency Monthly

Service Area Waste Management



FinancialYear 2024/2025				2025/2026		
Month	Value	Target	Comments	Value	Target	Comments
Apr	520.18	540.00		509.71	540.00	
May	527.78	540.00		507.26	540.00	
Jun	505.40	540.00		501.31	540.00	
Jul	513.96	540.00				
Aug	500.69	540.00				
Sep	496.98	540.00				
Oct	501.62	540.00				
Nov	496.01	540.00				
Dec	493.86	540.00				
Jan	499.31	540.00				
Feb	494.29	540.00				
Mar	494.16	540.00				

Appendix B2

Performance Summary First Quarter 2025/26 - Environment and Leisure OSP

There are 13 measures within the remit of the panel.

Four have a **declined** trend:

REF.	Measure	2023/24	2024/25	Comments
MUS 02	In-person visits linked to opening hours (year on year comparison of figures) per day	190.04	170.16	The reduction in people per hour was exacerbated by the inconsistency of opening hours particularly across the winter and rumours that the museum had closed for the redevelopment. Since the opening hours have standardised both in terms of days and hours for this financial year, we are seeing an increase in footfall (203 per day).
EA 01	Total Leisure Attendance (usage) from all sites	1,112,600	1,039,269	Reduction linked to long-term gym / leisure pool closures for remedial work at the at the Pingles.

REF.	Measure	First Quarter 2024/25	First Quarter 2025/26	Comments
WR 02	Waste recycled (composting) / overall household waste	21.12%	17.30%	The UK has experienced its warmest summer on record. The heat has a direct impact on vegetation growth; less growth means less material to collect. There has been a 15.4% reduction across the waste collection authorities in Warwickshire for compostable material collected in the first quarter compared to the same period last year.
WR 03	Combined recycling (dry & composting) / overall waste	42.68%	39.79%	The reduction is due to the loss of composting material. The reduction is being experienced across all of the waste collection Authorities in Warwickshire.

Appendix B2

Performance Summary First Quarter 2025/26 - Environment and Leisure OSP

Three have an **improved** trend:

REF.	Measure	First Quarter 2024/25	First Quarter 2025/26
WS 02	KG waste per resident (all) (overall waste / residents)	399.20 Kg	371.82 Kg
REF.	Measure	2023/24	2024/25
EA 02	Year-End Passport to Leisure Memberships (All Sites)	4,073	4,432
EA 03	Passport to Leisure member usage for all sites	119,422	127,761

Four have **stayed the same**:

REF.	Measure	2023/24	2024/25
MUS 01	In-person visits linked to opening hours (year on year comparison of figures) per hour	33.17	31.48

REF.	Measure	First Quarter 2024/25	First Quarter 2025/26
PK 02	Number of scheduled ground maintenance tasks completed by contractor	98.59%	97.55%
WR 01	Waste recycled (dry recycling) / overall household waste	21.56%	22.50%
WS 03	KG waste per household (all) (overall waste/ households)	505.40Kg	501.31Kg

Two are currently **not available**:

REF.	Measure
PK 01	% of parks and open spaces that do not meet the minimum internal score (based on “Green Flag” criteria – all parks and open spaces)
WS 01	Waste for incineration / overall waste

NBBC Strategic Risk Register Summary

First Quarter 2025/26

Full Register Summary

The total number of 'live' risks is 25.

As at the end of June 2025, the breakdown according to "net" risk is:

- "Net red" 2 (8%)
- "Net amber" 9 (36%)
- "Net green" 14 (56%)

Consequently, 23 (92%) risks are deemed "satisfactorily managed" – meaning that the 'traffic light' reporting position is "Green".

The "net red" risks are:

- **R1 - Potential failure to provide adequate accommodation to meet the needs of the borough with consequent impact on the lives of residents**
- **R4 - Failure to maintain the economic vibrancy of the borough / town centres**

Environment and Leisure OSP Risks Summary

There are four strategic risks within the remit of the panel. Two are "net amber" and two are "net green". Details of these risks are shown below.



NBBC Strategic Risk Register

Current Version: 1st July 2025

Environment and Leisure OSP Risks

Risk Level Indicator Matrix and Descriptors

Key

	Green 1 - 4 (acceptable)
	Amber 6 - 9 (tolerable)
	Red 12 - 16 (unacceptable)

Likelihood

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

Likelihood

- 4: **Very High** – occurrence is most likely or has already happened and will do so again if control measures are not introduced
- 3: **High** – occurrence is anticipated within the next 12 months
- 2: **Significant** – occurrence is probable in the next 3 years
- 1: **Low** – foreseeable, but not probable in the next 3 years

	Level of Impact	Service Delivery	Financial / Legal	Reputation / Community
4	Major	<ul style="list-style-type: none"> A service delivery failure causes significant hardship to people for a period of 3 to 4 weeks or more or 1 week for anyone that is vulnerable, or failure to meet a nationally mandated deadline Loss of major stakeholder/partner. Adverse outcome of a serious regulatory enquiry 	<ul style="list-style-type: none"> Financial loss over £400,000 Serious risk of legal challenge 	<ul style="list-style-type: none"> Sustained adverse TV/radio coverage Borough wide loss of public confidence Major damage to local environment, health and economy Multiple loss of life
3	Serious	<ul style="list-style-type: none"> A service delivery failure causes significant hardship for a period of 2 to 3 weeks or 3 to 7 calendar days for vulnerable people Formal regulatory inquiry Loss of a key partner or other partners 	<ul style="list-style-type: none"> Financial loss between £200K and £399K High risk of successful legal challenge 	<ul style="list-style-type: none"> Significant adverse coverage in national press or equivalent low national TV coverage Serious damage to local environment, health and economy Extensive or multiple injuries &/or a fatality
2	Moderate	<ul style="list-style-type: none"> A service delivery failure causes significant hardship for 1 to 2 weeks or 1 -2 calendar days for vulnerable people Loss of a significant non-key partner Legal concerns raised Loss of employees has moderate effect on service provision 	<ul style="list-style-type: none"> Financial loss between £50K and £199K Informal regulatory enquiry 	<ul style="list-style-type: none"> Significant adverse coverage in local press or regional TV Large number of customer complaints Moderate damage to local environment, health and economy Moderate injuries to an individual
1	Low	<ul style="list-style-type: none"> Disruption to services for up to 1 week Minor legal implications Loss of employees not significantly affecting service provision 	<ul style="list-style-type: none"> Financial loss up to £49K 	<ul style="list-style-type: none"> Minor adverse media coverage Minor environmental, health and economy damage Minor increase in number of customer complaints One or more minor injuries to an individual

NET AMBER RISKS

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R22	Operation of sub-regional recycling facility in partnership with other authorities and operational costs / realisation of income	High / Major (RED)	1. "Arm's length" company (Sherbourne Resources Ltd.) in place with Strategic Director (PS) on the board.	1: Strategic Director (PS)	Significant / Major (AMBER)	1.Memoranda and articles (Company House).	Strategic Director (PS) / PH – E&PS / E&L OSP
			2. Three year Business Plan in place and subject to regular review.	2: Strategic Director (PS) / Strategic Director (CR)		2.Business Plan in place / Council reports.	
			3.Elected Member Shareholder panel established to oversee project plan.	3: Cabinet member for Public Services		3.Panel reports and minutes.	
			4.Finance and Operational bi-monthly meetings with partners and project team.	4: Strategic Directors (PS) and (CR) / Assistant Director (Environment and Enforcement)		4.Regular meetings and reports to specific working groups with Sherbourne Resources Ltd.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			5. Sherbourne Resources Ltd. running the facility.	5: Strategic Director (PS)		5.Regular reports to Sherbourne Resources Ltd. Board.	
			6. Bi-monthly meeting of Sherbourne Resources Ltd. Board.	6; Strategic Director (PS)		6.Minutes of meetings and regularly updated project risk register.	
			7. Annual audit of accounts independently arranged by partners.	7: Strategic Directors (PS) and (CR)		7.Audit report.	
			8.Monitoring of supply and market issues.	8: Strategic Directors (PS) and (CR)		8.Accounts records / Finance meeting minutes. Updates to OSP.	
			9. On-going site visits by officers to monitor operation.	9: Assistant Director (Environment and Enforcement)		9. OSP reports.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			10. Finance / loan repayment in place and approved by Cabinet.	10: Strategic Directors (PS) and (CR)		10: Cabinet meeting minutes.	
			11.Assessment of recycling material from NBBC residents monitoring by Sherbourne Resources Ltd. (ongoing)	11. Assistant Director (Environment and Enforcement) and Head of Waste and Transport		11.Monthly reports from Sherbourne Resources Ltd).	
			12. Review of Business Plan and financial modelling by external auditor and board members.	12: Strategic Directors (PS) and (CR)		12. Minutes of meetings and Business plan signed-off by shareholder panel.	
			13. Revised Business Plan 2025/28 signed-off by shareholder panel.	13: Strategic Director (PS)		13. Shareholder panel meeting minutes.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			<u>Planned:</u>				
			1.Sherbourne Resources Ltd. to commence loan repayments to NBBC (to be agreed).	1: Strategic Directors (PS) and (CR)		1.Loan repayment budget monitoring.	
			2. Annual reviews of the recycling facility to OSP.	2: Assistant Director (Environment and Enforcement)		2. OSP /Cabinet report / minutes.	
			3. Bi-monthly meeting with Finance Manager and Strategic Directors (PS) and (CR).	3: Strategic Directors (PS) and (CR)		3. Meeting notes and actions.	
			4.Review of board membership and designated roles / non-executive Directors.	4: Strategic Director (PS)		4. Signed-off by board and shareholder panel.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			5. Financial review of NBBC partnership to be presented as part of the budget-setting process for 2025/26.	5: Strategic Director (PS) / Strategic Director (CR)		5. Cabinet / Council minutes.	
			6. Reporting to NBBC Shareholder panel.	6: Strategic Director (PS)		6. Panel meeting minutes.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R25	Noncompliance with regulations relating to : <ul style="list-style-type: none"> Freedom of Information Environmental Information General Data Protection resulting in penalties applied by the Information Commissioner's Office	Very high / major (RED)	<u>Freedom of Information / Environmental Information</u>		Significant / major (AMBER)		Management Team / PH – Cabinet / H&CR, H&COM, E&L & BRP OSPs
			1.Monthly FOI reports to designated service areas.	1: Customer Experience Officer		1.Reports.	
			2.Dash Customer Service Workflow application used to manage outstanding cases.	2: Strategic Director (CR)		2.Dash application.	
			3.Email alerts on receipt of new requests.	3: Strategic Director (CR)		3.Emails.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			4.Nominated officers in some service areas to monitor outstanding requests.	4: Chief Executive / Strategic Directors		4.Nominated Officers.	
			5.Workflow process regularly reviewed and updated if necessary	5: Information Management Group (IMG)		5.Request reports.	
			6. Regular targeted training on meeting FOI request deadlines.	6: Information Management Group (IMG)		6.Training records.	
			7. Nominated employees to monitor and manage FOI / EIR requests.	7: Strategic Director (CR)		7. Officer in place.	
			8. Qualified DPO co-ordinating information in line with the Freedom of Information Act 2000	8: Strategic Director (CR)		8. Officer in place.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			<u>Planned:</u>				
			1.Refresher training for Senior Managers (September 2025).	1: Assistant Director (Central Operations)		1.Senior Management Team minutes / training records.	
			<u>General Data Protection Regulations (GDPR)</u>				
			1. Corporate Information Governance Group (CIGG) / Information Management Group.	1: Assistant Director (Democracy and Governance)		1.Meeting minutes.	
			2. Use of an accredited contractor to dispose of electrical equipment (including IT equipment). The contractor guarantees data destruction & provides certification accordingly.	2: Strategic Director (CR)		2. Contractor agreement and meetings minutes	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			3. Compliance with Public Services Network Code of Connection (PSN Co-Co).	3: Strategic Director (CR)		3. Annual PSN Compliance Certification / "Cyber Essentials Scheme" certification.	
			4. Senior Information Risk Owner (SIRO) and Deputy appointed.	4: Strategic Director (CR)		4. SIRO's Job Description	
			5. Information Governance Framework/ ICT Code of Conduct for Employees/Member Protocol for the Use of IT Resources.	5: Assistant Director (Central Operations)		5. Individual Cabinet Member Decision	
			6. Data Protection Officer (DPO) in line with Data Protection regulations.	6: Assistant Director (Central Operations)		6. DPO in place.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			7. Data audit and publication of privacy notices.	7: Assistant Director (Democracy and Governance) .		7. Audit records (records of processing activity)/notices on council website.	
			8. Internal Audit undertaken (Option via Central Midlands Audit Partnership).	8: Assistant Director (Democracy and Governance)		8. Report in place.	
			9. Data Protection training available on Delta.	9: DPO and Training Officer		9. Delta training records	
			10. Refresh of Corporate Governance Group (CGG) / Information Management Group (October 2023) – including monitoring of data breach reports.	10: Assistant Director (Democracy and Governance) / DPO		10.Meetings minutes	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			<u>Planned:</u>				
			1. Data Protection policy to be updated (April 2025).	1: DPO		1. Policy approved.	
			2. Data Protection information to be made available to employees via the new Intranet when available (April 2025).	2: DPO		2. Intranet.	
			3. Information Asset Register to be established (timescale to be agreed with Information Management Group).	3: DPO / Information asset owners		3. Register in place.	
			4. Data protection and Freedom of Information Act training for Senior Managers (on-going).	4: DPO		4. Senior Management meeting records.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			5. Data Protection training to be reviewed to ensure that it is up to date and appropriate (on-going).	5: DPO and Training Officer		5. Delta training records.	

NET GREEN RISKS

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R27	Arson or accidental fire in NBBC corporate buildings	Significant / Major (AMBER)	1. Fire Management Group (FMG).	1: Strategic Directors (PS) / (P&E)	Low / Major (GREEN)	1. FMG meeting minutes. HASCOG reports.	Management Team / PH – B&R, R&CS & LC&H, / BRP, E&L & H&CR OSP
			2. Regularly serviced fire detection & alarm systems / fire extinguishers and appropriate Fire Risk Assessments (FRA) regularly reviewed.	2: Strategic Director (P&E) / Assistant Director (Economy)		2. Service records, Fire extinguisher service records & records of FRA outcomes. External report (review of arrangements).	
			3. Quarterly Health & Safety inspections give attention to fire risks.	3: Respective Strategic / Assistant Directors.		3. Quarterly Health & Safety inspection records.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			4. Annual Capital Fire Safety Work Programme.	4: Strategic Director (P&E) / Assistant Director (Economy)		4. Cabinet reports and Capital Projects Meeting Minutes.	
			5. Existing insurance policy documents.	5: Assistant Director (Finance)		5. Policy documents in place.	
			6. Internal audit of fire risk arrangements (completed February 2022).	6: Audit and Governance Manager (CMAP)		6. Internal Audit report.	
			7. Certified fire doors.	7: Strategic Director (P&E) / Assistant Director (Economy)		7. Doors / Certification in place.	
			8. Corporate review of Health and Safety arrangements (September 2025).	8: Strategic Director (P&S)		8. MT Report / minutes.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			9. Town Hall fire prevention arrangements (including upgrade of door entry system).	9: Strategic Director (P&E) / Assistant Director (Economy) / Health and Safety Manager		9.Monitored action plan in place / Updates to Fire Services	
			10. External risk audit report by insurers (Gallagher Bassett) February 2023.	10: Strategic Director (PS)		10.Action plan and MT minutes.	
			11. Implement periodic Audit report (CMAP) recommendations.	11: Health and Safety Manager		11.Audit action plan.	
			12. Act on appropriate recommendations arising from public enquiries / legislation changes (on-going).	12: Strategic Director (P&E) / Assistant Director (Economy) / Health and Safety Manager		12.Reports / action plans.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			<u>Planned:</u>				
			1. Review and refresh Business Continuity Plans (September 2025).	1: Strategic / Assistant Directors			
			2. Leasehold commercial properties – review and establish landlord checks for structure / electrical / gas / fire safety and security of empty purchased properties pending redevelopment (2025/26).	2: Assistant Director (Economy)			
			3. Review of corporate assets and associated operations (2025/26).	3: Strategic Director (P&E)		3. Review findings / updated register / CET report.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R30	Ombudsman Complaints (Local Government Ombudsman / Housing Ombudsman) – failure to meet customer expectation after completion of our complaints process	High / Low (GREEN)	1. Formal complaints policy and process.	1: Customer Experience Officer	High / Low (GREEN)	1. Policy and procedure in place.	Strategic Director (CR) / PH Cabinet / H&CR, H&COM, E&L & BRP OSPs
			2. Designated Customer Experience Officer.	2: Customer Experience Officer		2. Designated Customer Experience Office. in place	
			3. Review / Final check of service area escalated responses.	3: Customer Experience Officer		3. Review records retained.	
			4. Ombudsman monitoring by Management Team (Strategic Performance Report).	4: Management Team		4. Strategic Performance Report.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			5. Annual Ombudsman report to Scrutiny panel.	5: Customer Experience Officer		5. FPS meeting minutes.	
			<u>Planned:</u>				
			1. Update complaints policy following regulatory changes (September 2025)	1: Assistant Director (Central Operations)		1. Updated policy in place.	