

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to:	Business Regeneration and Planning Scrutiny Panel
Date of Meeting:	29th January 2026
Subject:	Integrated Performance Report - Second Quarter 2025/26
Portfolio:	Business Regeneration Planning and Enforcement
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 January 2026 forward plan, the following financial reports are due to be considered by Cabinet in 2026:
 - General Fund Budget Monitoring Q3 (March Cabinet)
 - HRA Budget Monitoring Q3 (March Cabinet)
 - Capital Monitoring Q3 (March Cabinet)

5.3 Report Format 2025/26

Summary of the report content for 2025/26:

REPORT ITEM

Appendix A – summary of :

- 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

Appendix B1 - Performance measures charts

Appendix B2 - Performance measures summary

Appendix C – Details of the Strategic Risk Register risks within the remit of the panel

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 Update - Fundamental Corporate Review of Performance Arrangements

The Business Case Business for external support to embed Microsoft Power BI software has been approved. This will allow the automation of our performance collation processes as much as possible to limit the manual manipulation of data which has shown to be extremely time-consuming and compounding the potential for errors.
External support commenced on 6th January 2026.

5.5 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.

5.6 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 B1 – Performance Charts

Appendix B2 – Performance Summary

Appendix C – Strategic Risk Register Summary

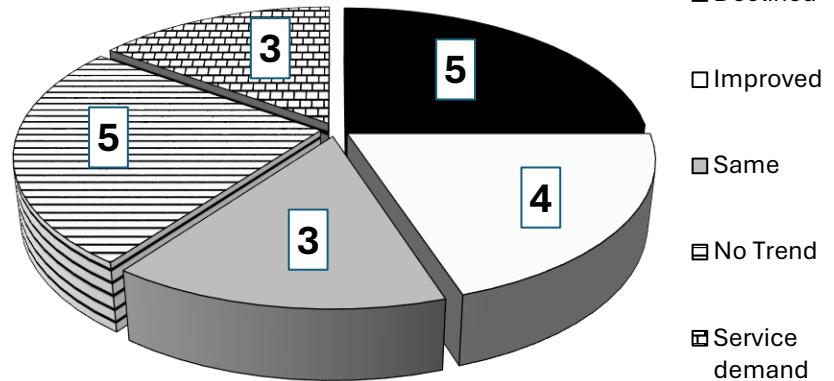
7. Report Writer Details:

Officer Job Title: Risk Management and Performance Officer

Officer Name: Steve Gore

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

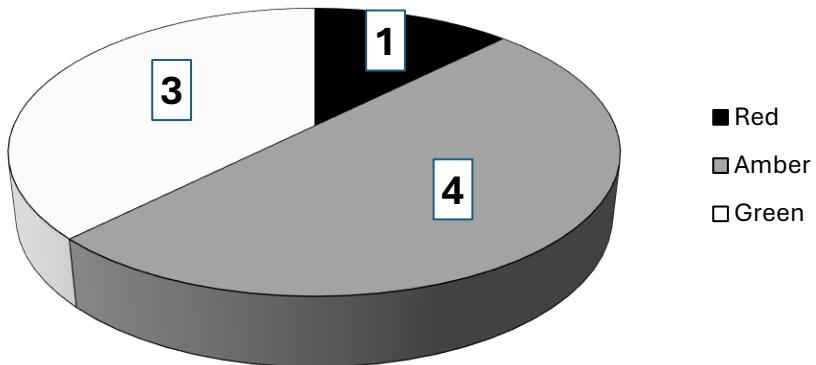
Performance Measures Summary



Freedom of Information (FOI) / Environmental Information Regulations (EIR) Requests and Complaints Summaries – End of Second 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	446 (391)	442 (389)	84 (67)	4 (2)
Complaints -10-day target	727 (786)	727 (784)	77 (81)	0 (2)

Strategic Risk Register Summary



Member Enquiry Forms (MEFs) Summary Second Quarter

2024/25	2025/26
394	279

Subject trends identified in the current quarter:

FOI/EIR – None identified

Complaints – None identified

MERs – Housing (129) and Leisure and Culture (58) = 67% of total

This dashboard contains the Business Regeneration and Planning OSP Measures. As of the 2025/2026 reporting period, it includes a total of 20 performance measures.

Title	KPI Description	Frequency	KPI Format	Service Area
LP 01	Percentage of Occupied Commercial Properties	Quarterly	Percentage	Building Surveying / Land and Property
PL 02	Number of planning applications on hand at the beginning of the quarter	Quarterly	Number	Planning and Building Control
PL 03	Planning applications received during the quarter	Quarterly	Number	Planning and Building Control
PL 04	Planning applications withdrawn (returned) during the quarter	Quarterly	Number	Planning and Building Control
PL 05	Number of planning decisions made during the quarter	Quarterly	Number	Planning and Building Control
PL 06	Number of planning decisions where an extension of time agreement was made	Quarterly	Number	Planning and Building Control
PL 07	Number of planning decisions within the 8/13/16 weeks or the agreed extension of time	Quarterly	Number	Planning and Building Control
PL 08	Number of planning decisions over the 8/13/16 weeks or over the agreed extension of time	Quarterly	Number	Planning and Building Control
PL 09	Number of planning enforcement notices issued	Quarterly	Number	Planning and Building Control
PL 10	Number of planning stop notices served (excluding temporary stop notices)	Quarterly	Number	Planning and Building Control
PL 11	Number of planning breach of condition notices served	Quarterly	Number	Planning and Building Control
REG 01	Regeneration Projects - Number of FTE permanent jobs created through the regeneration projects	Quarterly	Number	Regeneration
REG 02	Regeneration Projects – Total length of new cycleways, and new/improved pedestrian pathways (Kilometres)	Quarterly	Number	Regeneration
REG 03	Regeneration Projects – Number of alternative fuel charging / re-fuelling points	Quarterly	Number	Regeneration
REG 04	Regeneration Projects - Amount of floor space repurposed (residential, commercial, retail), including new office space (square metres)	Quarterly	Number	Regeneration
TC 01A	Bedworth Town Centre Footfall vs Last Year % Change	Quarterly	Percentage	Town Centres and Markets
TC 01B	Nuneaton Town Centre Footfall vs Last Year % Change	Quarterly	Percentage	Town Centres and Markets
TC 02	Nuneaton Market - Number of Pitches sold (against target)	Quarterly	Number	Town Centres and Markets
TC 03	Bedworth market – Number of pitches sold (against target)	Quarterly	Number	Town Centres and Markets
TC 04	Total number of car park tickets sold	Quarterly	Number	Town Centres and Markets

Understanding the Report

19/12/2025 10:29:51

Last Refreshed Time

How Performance is Judged

Most metrics have a defined **Favourability Direction**:

- "Higher is better"
- "Lower is better"

However some metrics track volume or demand only, so no directional judgment is applied (no favourability). They are denoted with the following icon 

LP 01

Percentage of Occupied Commercial Properties

Q2 2025 vs Target: -6.04% !

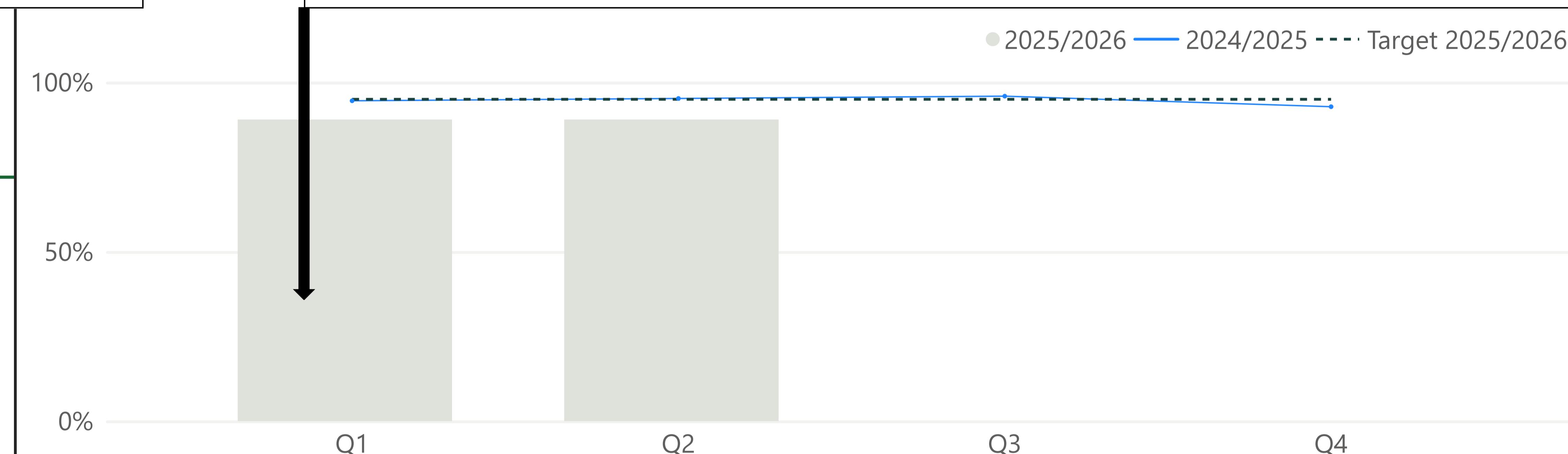
Q2 2025 vs Last FY: -6.28% !

Q2 2025 vs Q1 2025: 0.00%

Favourability: Higher

Frequency: Quarterly

Service Area: Building Surveying / Land and Property



Financial Year 2025/2026

Quarter	Value (%)	Value Last Year (%)	Vs Last Year (%)	Vs Last Year Percentage Change	Performance	Target (%)	Vs Target (%)
Q1	88.96	94.56	-5.60	-5.92% !		95.00	-6.04 ↓
Q2	88.96	95.24	-6.28	-6.59% !		95.00	-6.04 ↓

The **"Vs Target"** value shows how each result compares to the target set for that financial year.

▲ Green Up Arrow - Good performance above Target

When higher values are favourable, and the result is higher than the target.

▼ Green Down Arrow - Good performance below Target

When lower values are favourable, and the result is lower than the target.

▲ Red Up Arrow - Bad Performance Above Target

When lower values are favourable, but the result is higher than the target.

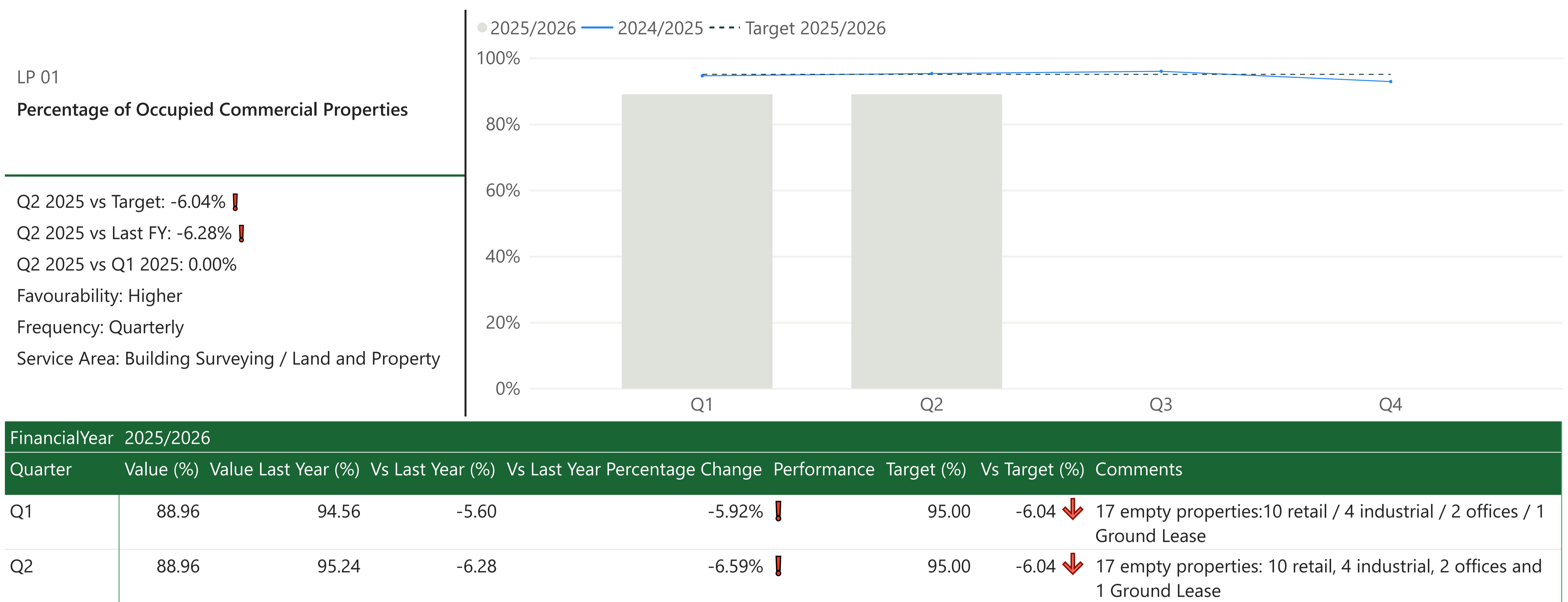
▼ Red Down Arrow - Bad Performance Below Target

When higher values are favourable, but the result is below the target.

→ Grey Side Arrow - The value matches the target exactly.

This shows how the current value compares to the same period last year, as a **% change**.

- ✓ Good performance - Change is in the favourable direction (increase or decrease as defined).
- ⚠ Within Tolerance - The change is in the wrong direction but within a 2.5% threshold.
- ❗ Poor performance - The change is in the wrong direction and exceeds the 2.5% threshold.
- No change from last year.



PL 02

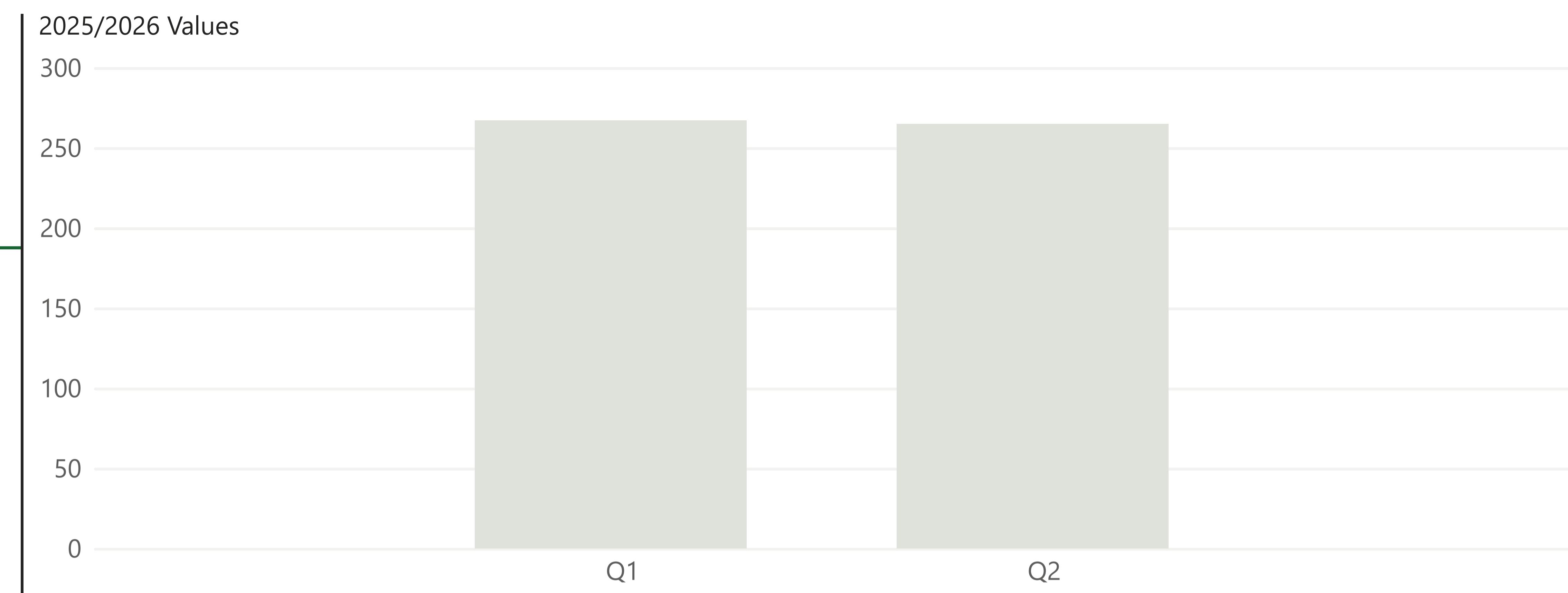
Number of planning applications on hand at the beginning of the quarter

Q2 2025 vs Q1 2025: -2

Favourability:

Frequency: Quarterly

Service Area: Planning and Building Control



Financial Year 2025/2026

Quarter	Value	Comments
Q1	267	
Q2	265	

PL 03

Planning applications received during the quarter

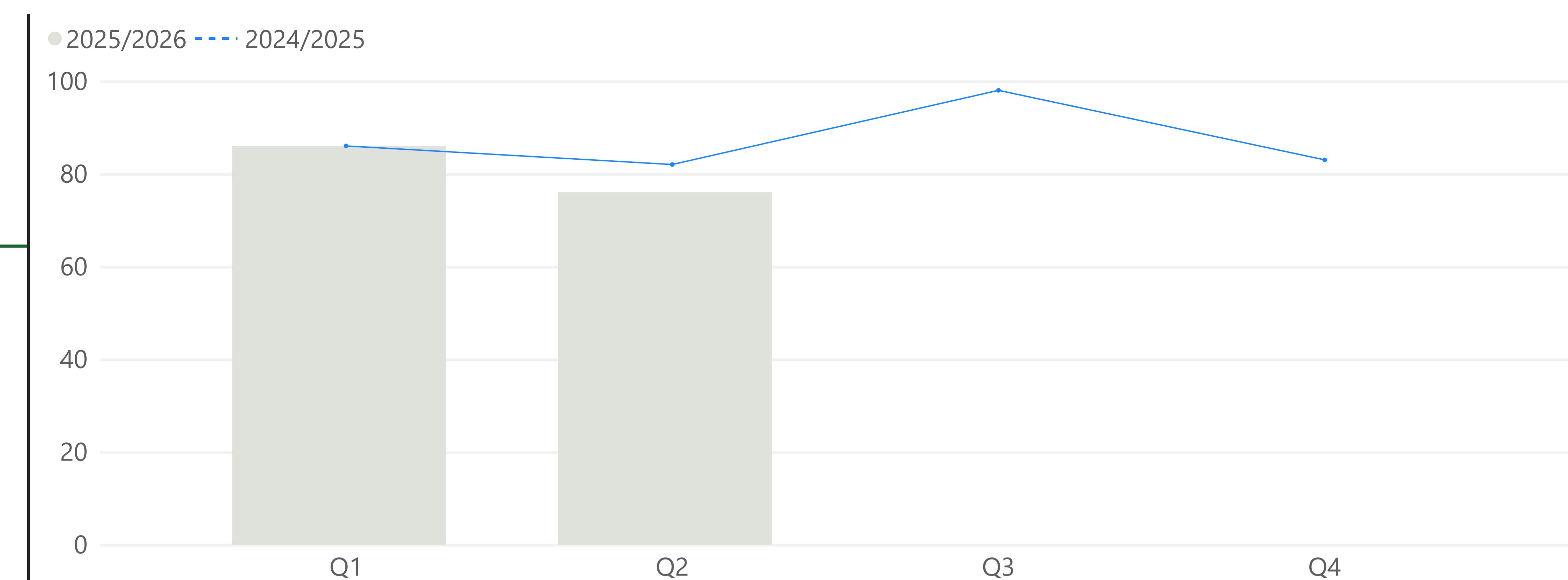
Q2 2025 vs Last FY: -6 

Q2 2025 vs Q1 2025: -10

Favourability:

Frequency: Quarterly

Service Area: Planning and Building Control



Financial Year 2025/2026

Quarter	Value	Value Last Year	Vs Last Year	Vs Last Year Percentage Change	Performance	Comments
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Q1	86	86	0	0%		
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Q2	76	82	-6	-7%		
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PL 04

Planning applications withdrawn (returned) during the quarter

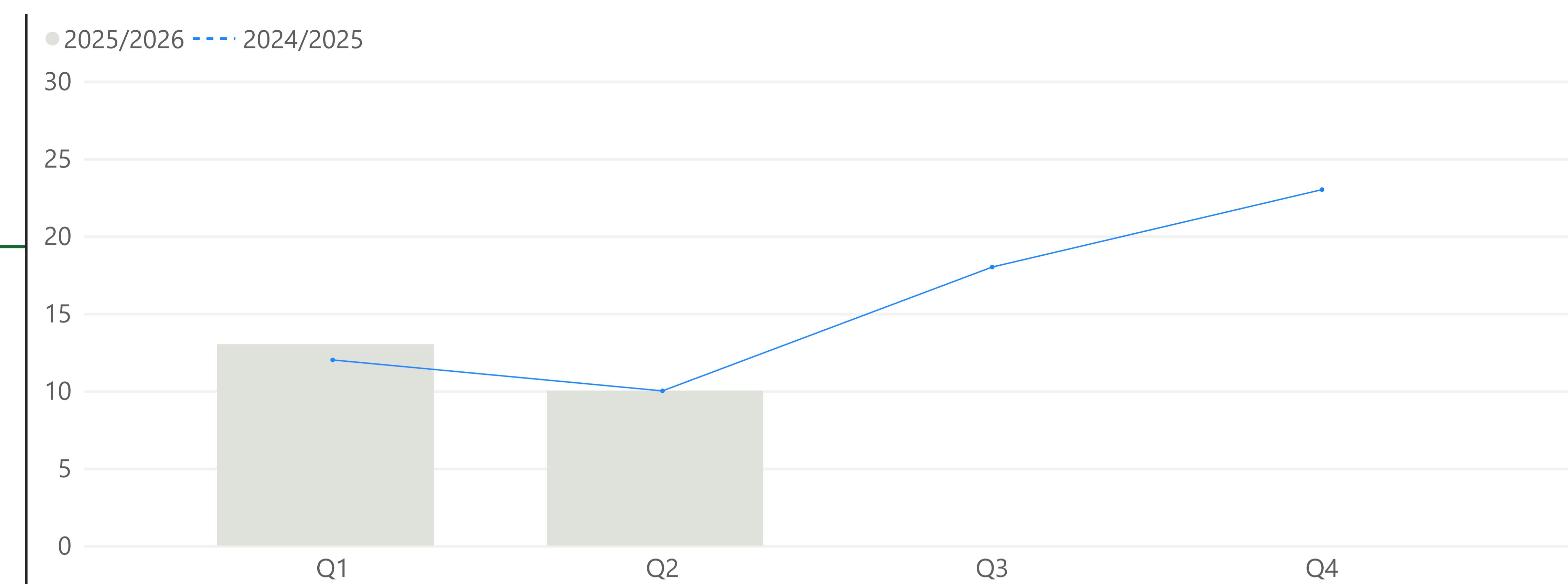
Q2 2025 vs Last FY: 0 ━

Q2 2025 vs Q1 2025: -3

Favourability:

Frequency: Quarterly

Service Area: Planning and Building Control



Financial Year 2025/2026

Quarter	Value	Value Last Year	Vs Last Year	Vs Last Year %	Performance	Comments
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Q1	13	12	1	8%	Up	Clipboard icon
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Q2	10	10	0	0%	Stable	Minus icon
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PL 05

Number of planning decisions made during the quarter

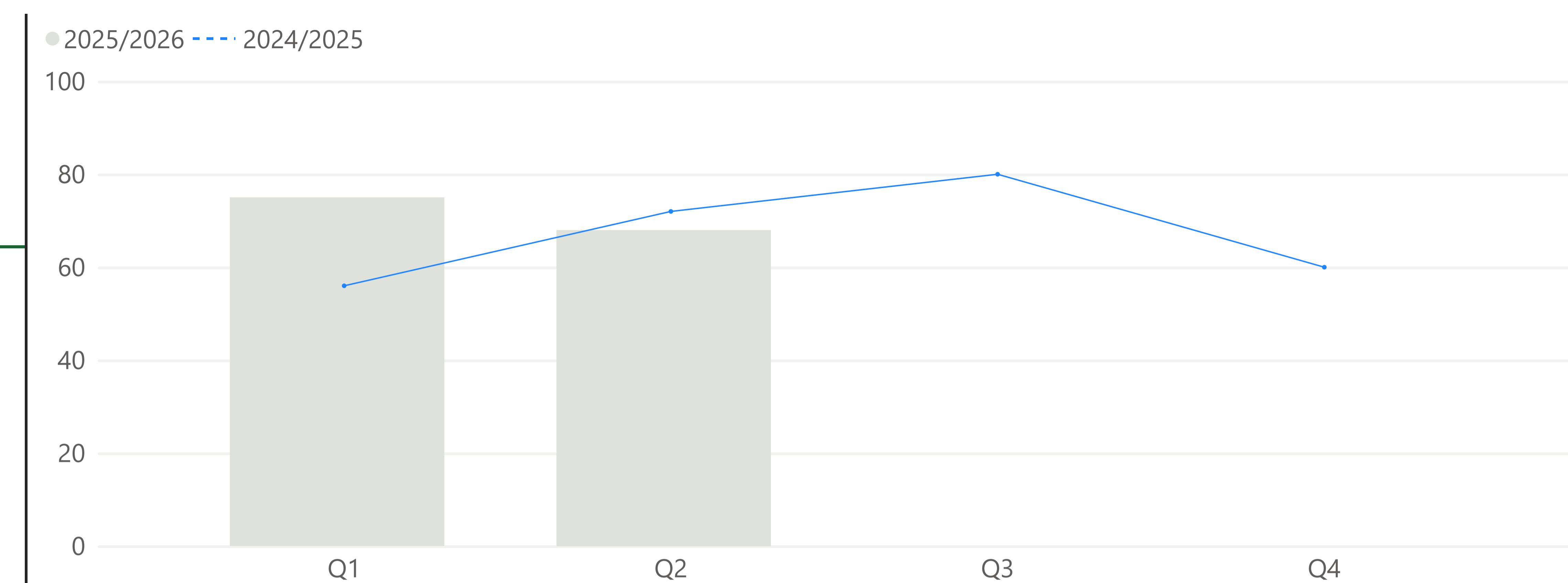
Q2 2025 vs Last FY: -4 

Q2 2025 vs Q1 2025: -7

Favourability:

Frequency: Quarterly

Service Area: Planning and Building Control



Financial Year 2025/2026

Quarter	Value	Value Last Year	Vs Last Year	Vs Last Year Percentage Change	Performance	Comments
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Q1	75	56	19	34%		
Q2	68	72	-4	-6%		

PL 06

Number of planning decisions where an extension of time agreement was made

Q2 2025 vs Target: No target defined

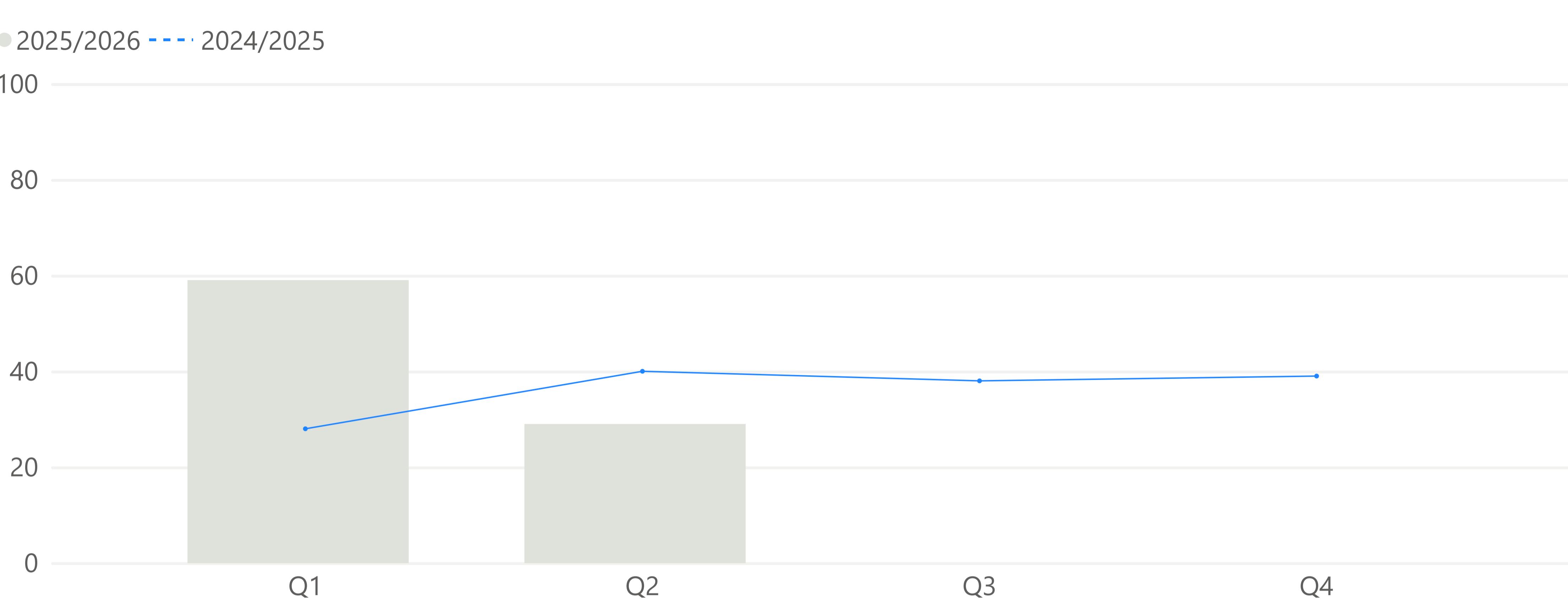
Q2 2025 vs Last FY: -11 ✓

Q2 2025 vs Q1 2025: -30

Favourability: Lower

Frequency: Quarterly

Service Area: Planning and Building Control



Financial Year 2025/2026

Quarter	Value	Value Last Year	Vs Last Year	Vs Last Year Percentage Change	Performance	Comments
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Q1	59	28	31	111% !		
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Q2	29	40	-11	-28% ✓		
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PL 07

Number of planning decisions within the 8/13/16 weeks or the agreed extension of time

Q2 2025 vs Target: No target defined

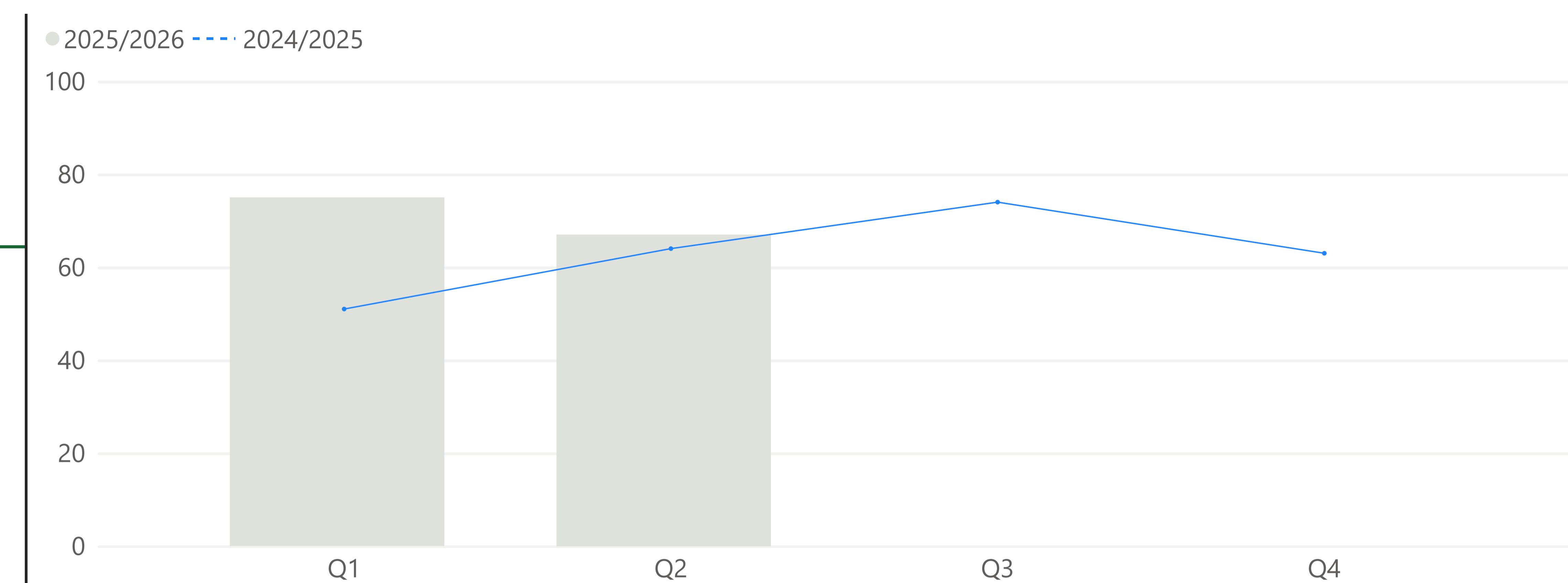
Q2 2025 vs Last FY: +3 ✓

Q2 2025 vs Q1 2025: -8

Favourability: Higher

Frequency: Quarterly

Service Area: Planning and Building Control



Financial Year 2025/2026

Quarter	Value	Value Last Year	Vs Last Year	Vs Last Year Percentage Change	Performance	Comments
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Q1	75	51	24	47%	✓	
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Q2	67	64	3	5%	✓	
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PL 08

Number of planning decisions over the 8/13/16 weeks or over the agreed extension of time

Q2 2025 vs Target: No target defined

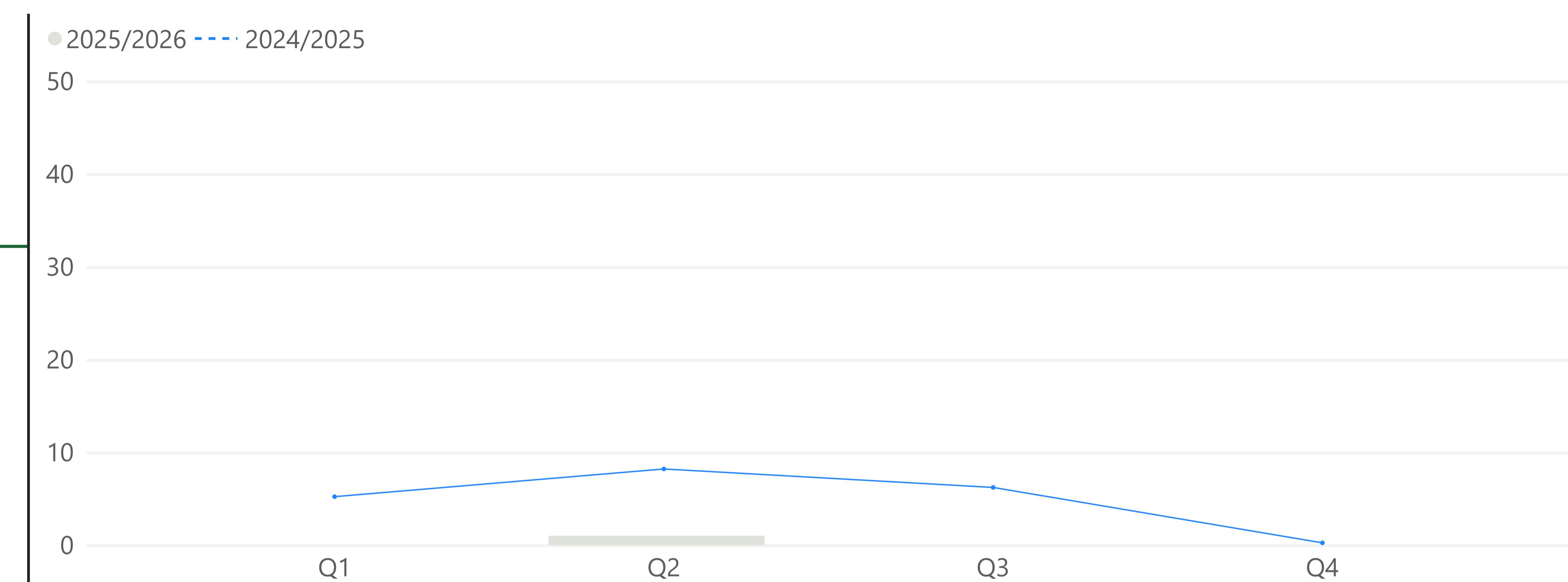
Q2 2025 vs Last FY: -7 ✓

Q2 2025 vs Q1 2025: +1

Favourability: Lower

Frequency: Quarterly

Service Area: Planning and Building Control



Financial Year 2025/2026

Quarter	Value	Value Last Year	Vs Last Year	Vs Last Year Percentage Change	Performance	Comments
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Q1	0	5	-5	-100%	✓	
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Q2	1	8	-7	-88%	✓	
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PL 09

Number of planning enforcement notices issued

Q2 2025 vs Target: No target defined

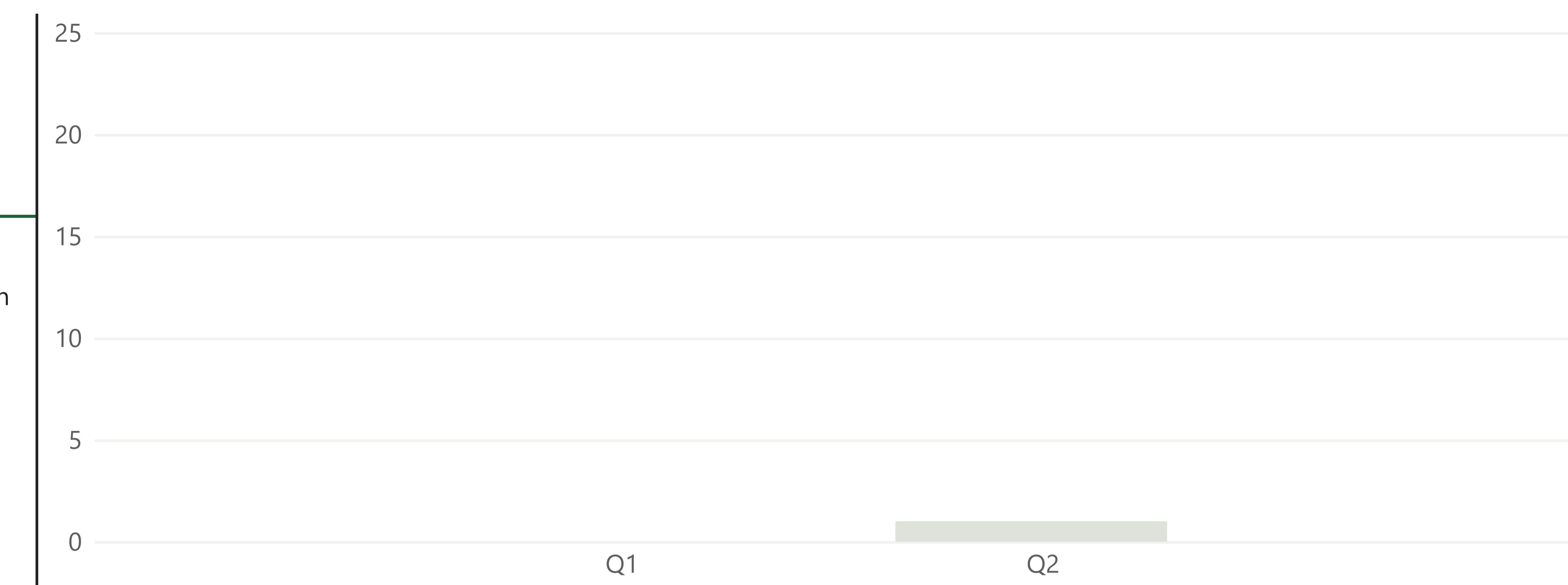
Q2 2025 vs Last FY: No historical data for comparison

Q2 2025 vs Q1 2025: +1.00

Favourability:

Frequency: Quarterly

Service Area: Planning and Building Control



Financial Year 2025/2026

Quarter	Value	Comments
Q1	0	
Q2	1	

PL 10

Number of planning stop notices served (excluding temporary stop notices)

Q2 2025 vs Target: No target defined

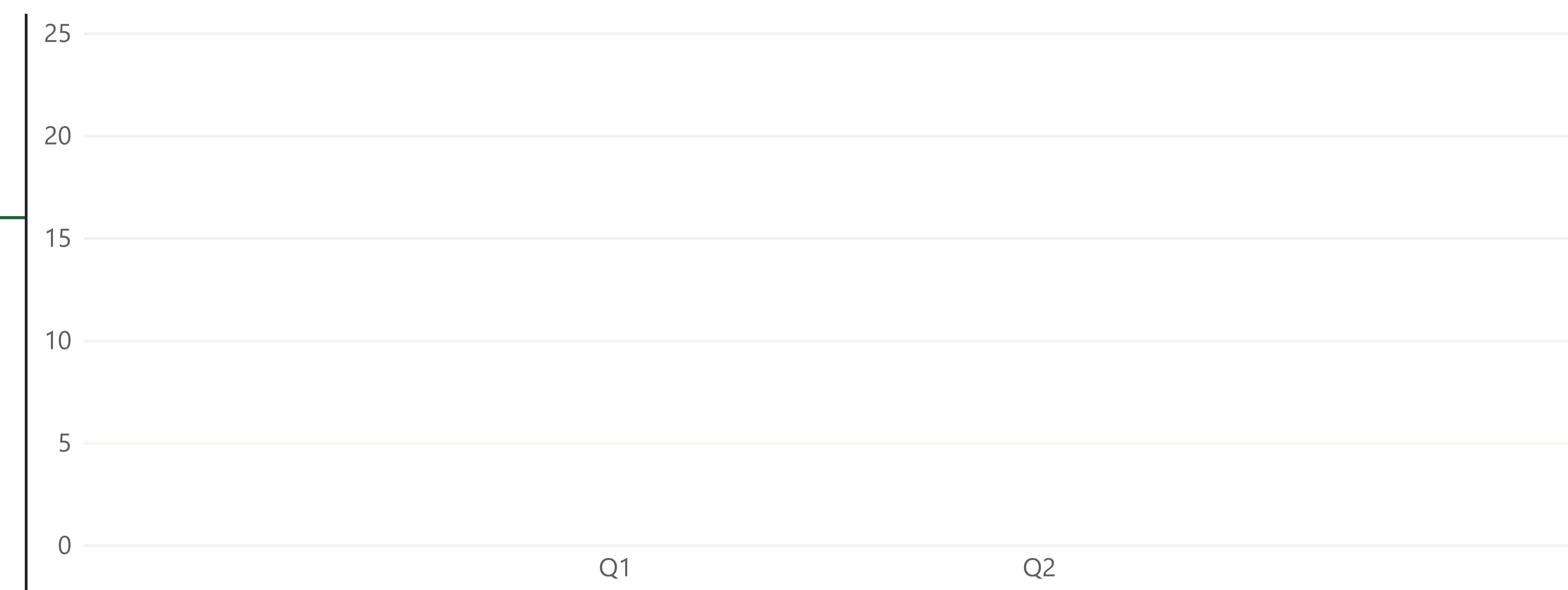
Q2 2025 vs Last FY: No historical data for comparison

Q2 2025 vs Q1 2025: 0.00

Favourability:

Frequency: Quarterly

Service Area: Planning and Building Control



Financial Year 2025/2026

Quarter	Value	Comments
Q1	0	
Q2	0	

PL 11

Number of planning breach of condition notices served

Q2 2025 vs Target: No target defined

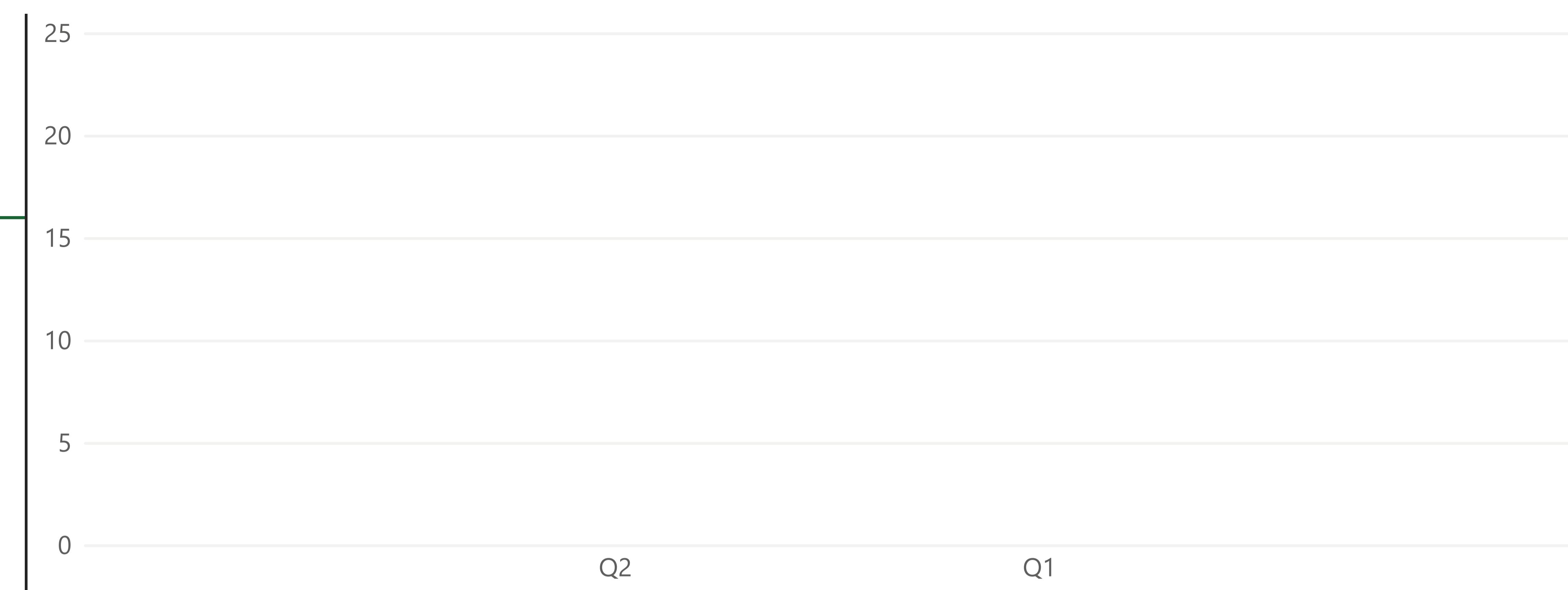
Q2 2025 vs Last FY: No historical data for comparison

Q2 2025 vs Q1 2025: 0.00

Favourability:

Frequency: Quarterly

Service Area: Planning and Building Control



Financial Year 2025/2026

Quarter	Value	Comments
Q1	0	
Q2	0	

REG 01

Regeneration Projects - Number of FTE permanent jobs created through the regeneration projects

Q2 2025 vs Target: No target defined

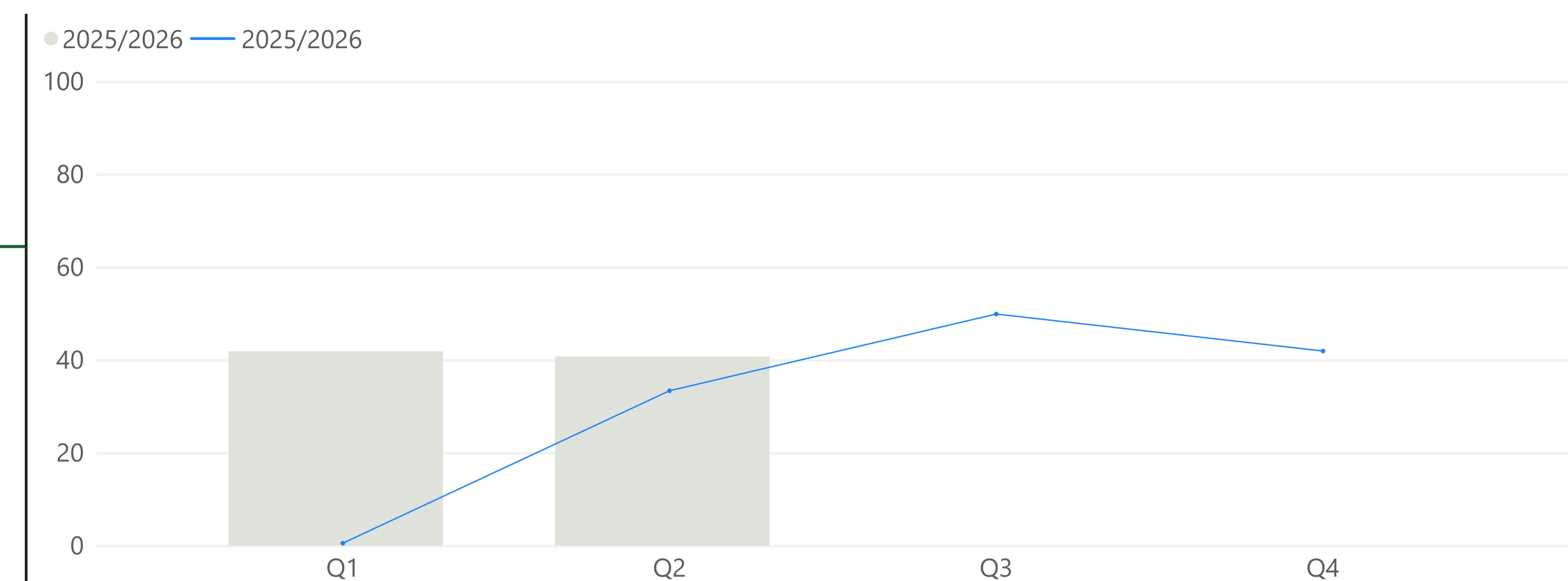
Q2 2025 vs Last FY: +7.67

Q2 2025 vs Q1 2025: -1.13

Favourability: Higher

Frequency: Quarterly

Service Area: Regeneration



Financial Year	2025/2026	2025/2026							
Fiscal Quarter Label	Value (%)	Value Last Year (%)	Vs Last Year (%)	Vs Last Year Percentage Change	Performance	Target (%)	Vs Target (%)	Comments	
Q1	41.80	0.00	41.80						
Q2	40.67	33.00	7.67	23.24% <input checked="" type="checkbox"/>					

REG 02

Regeneration Projects – Total length of new cycleways, and new/improved pedestrian pathways (Kilometres)

Q2 2025 vs Target: No target defined

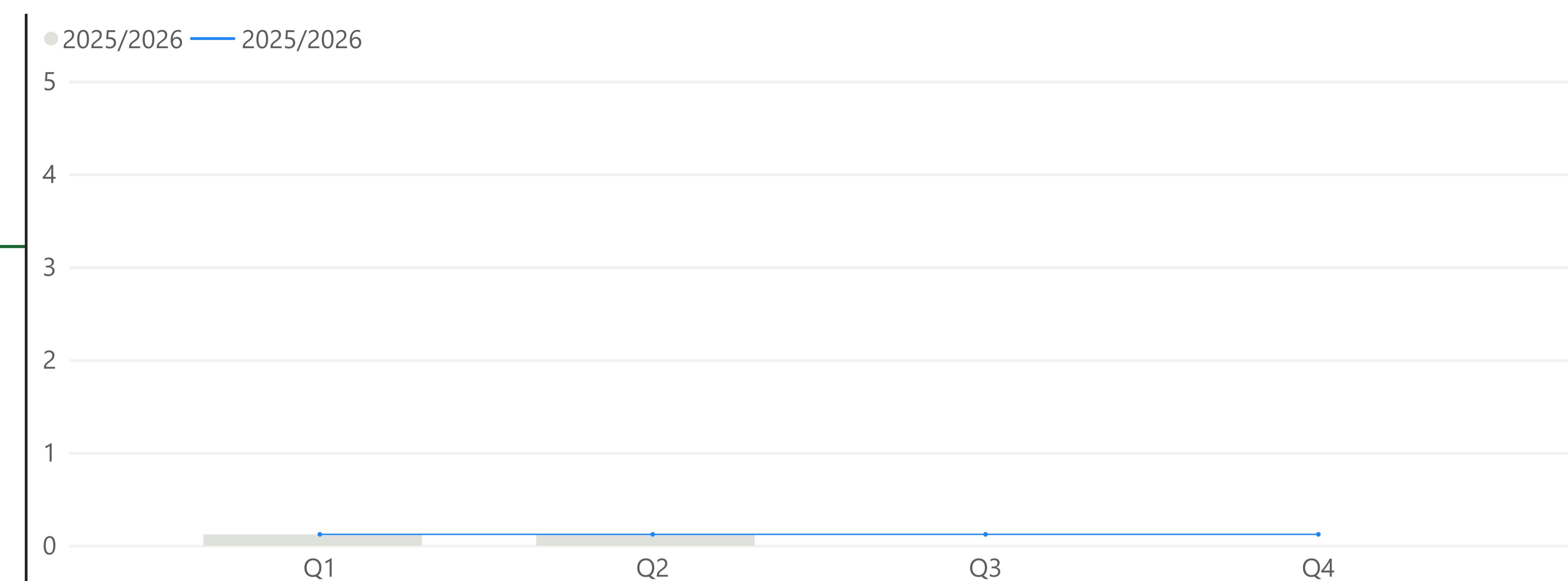
Q2 2025 vs Last FY: 0.00 —

Q2 2025 vs Q1 2025: 0.00

Favourability: Higher

Frequency: Quarterly

Service Area: Regeneration

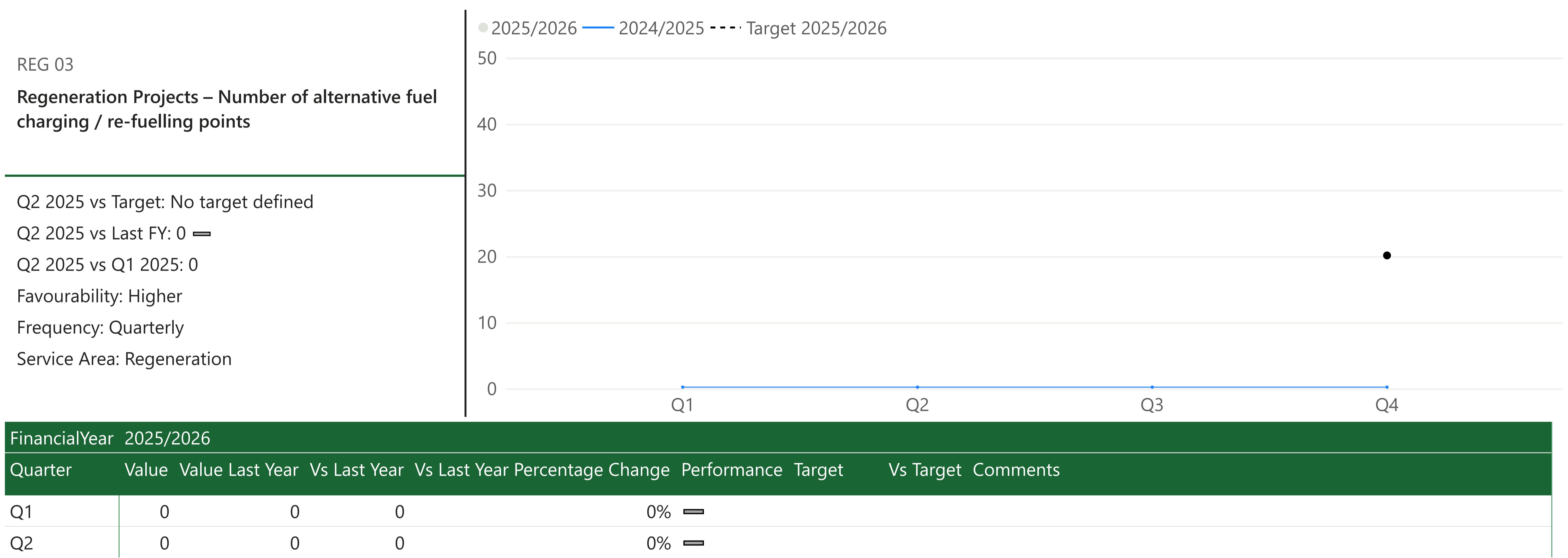


Financial Year 2025/2026

Quarter	Value	Value Last Year	Vs Last Year	Vs Last Year Percentage Change	Performance	Target	Vs Target	Comments
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Q1	0.12	0.12	0.00	0.00%	—			
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Q2	0.12	0.12	0.00	0.00%	—			
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REG 04

Regeneration Projects - Amount of floor space repurposed (residential, commercial, retail), including new office space (square metres)

Q2 2025 vs Target: No target defined

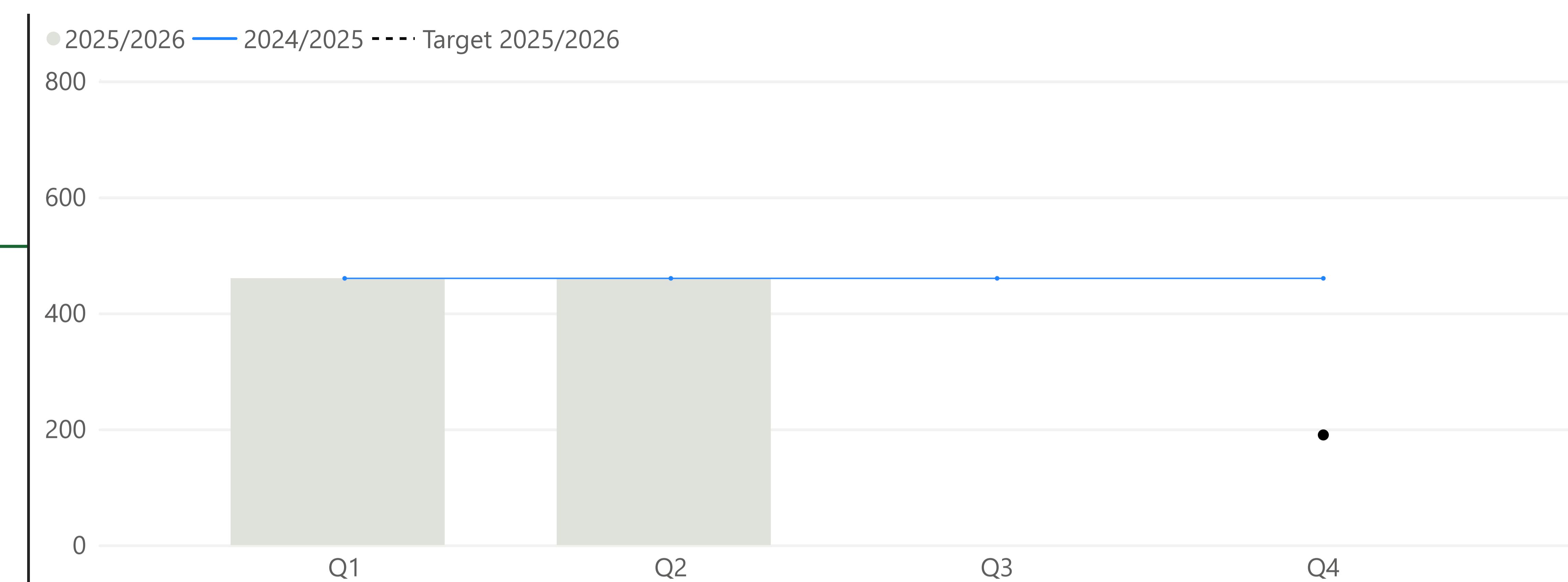
Q2 2025 vs Last FY: 0 ━

Q2 2025 vs Q1 2025: 0

Favourability: Higher

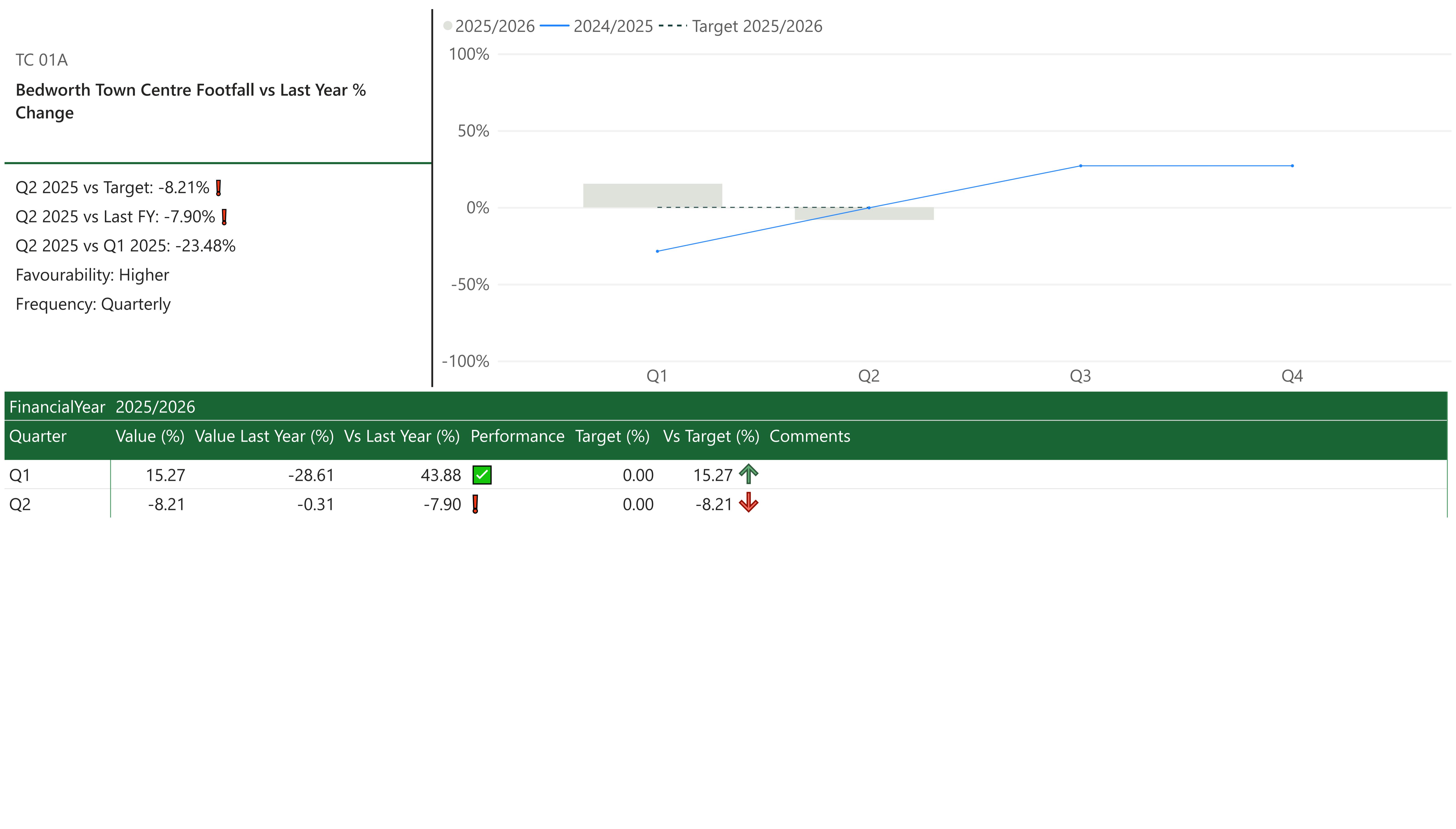
Frequency: Quarterly

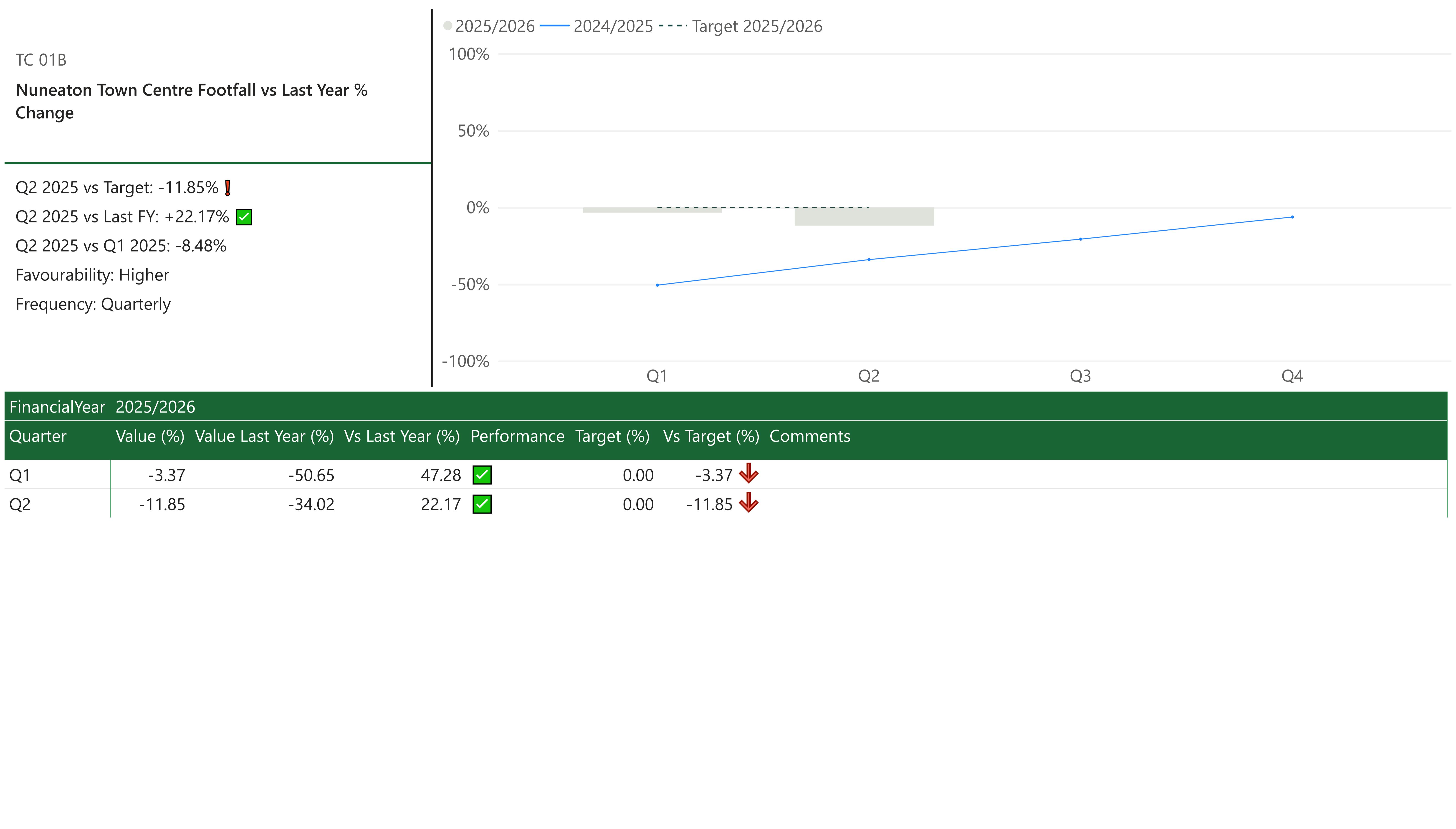
Service Area: Regeneration



Financial Year 2025/2026

Quarter	Value	Value Last Year	Vs Last Year	Vs Last Year	Percentage Change	Performance	Target	Vs Target	Comments
Q1	460	460	0		0%	━			
Q2	460	460	0		0%	━			Floor space repurposed 550m ² – Grayson Place (Dance hall 200m ² , India Red 350m ²) to be completed by end of October





TC 02

Nuneaton Market - Number of Pitches sold (against target)

Q2 2025 vs Target: +131 ✓

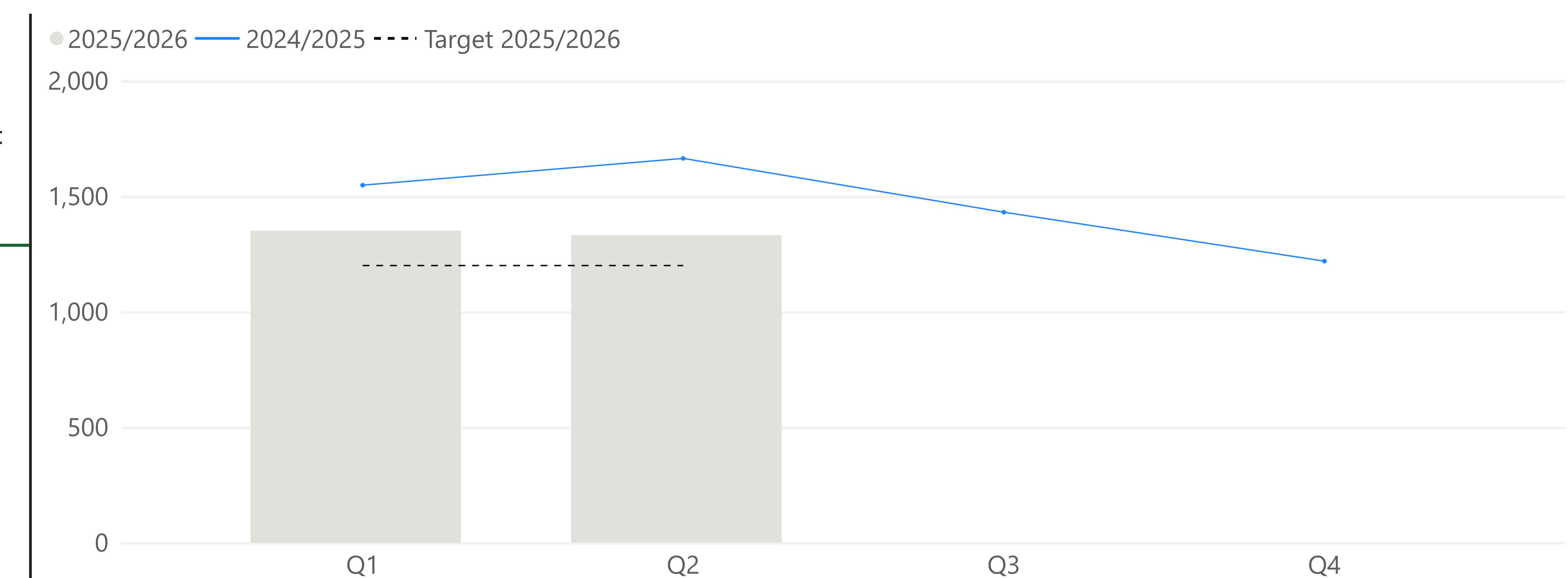
Q2 2025 vs Last FY: -333 !

Q2 2025 vs Q1 2025: -20

Favourability: Higher

Frequency: Quarterly

Service Area: Town Centres and Markets



Financial Year 2025/2026

Quarter	Value	Value Last Year	Vs Last Year	Vs Last Year	Percentage Change	Performance	Target	Vs Target	Comments
Q1	1351	1548	-197		-13% !		1200	151 ↑	
Q2	1331	1664	-333		-20% !		1200	131 ↑	

TC 03

Bedworth market – Number of pitches sold (against target)

Q2 2025 vs Target: -91 !

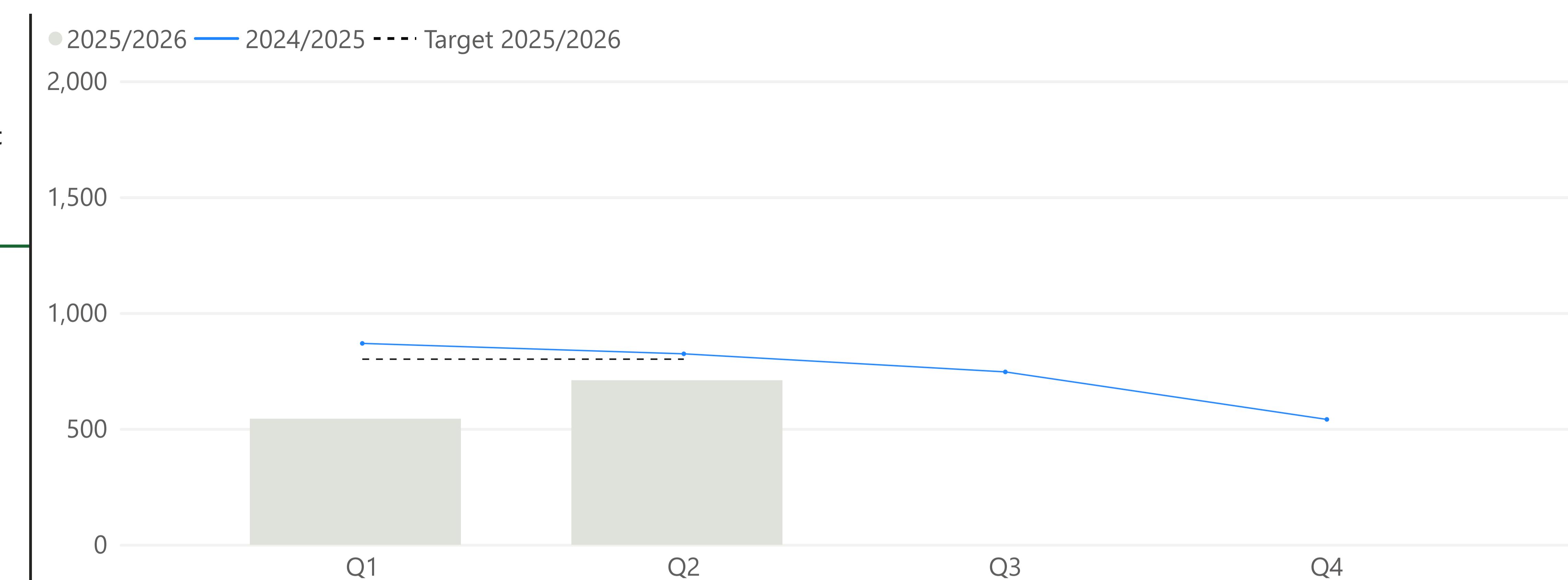
Q2 2025 vs Last FY: -114 !

Q2 2025 vs Q1 2025: +166

Favourability: Higher

Frequency: Quarterly

Service Area: Town Centres and Markets



Financial Year 2025/2026

Quarter	Value	Value Last Year	Vs Last Year	Vs Last Year	Percentage Change	Performance	Target	Vs Target	Comments
Q1	543	868	-325		-37% !		800	-257 !	
Q2	709	823	-114		-14% !		800	-91 !	

TC 04

Total number of car park tickets sold

Q2 2025 vs Target: +63,747 ✓

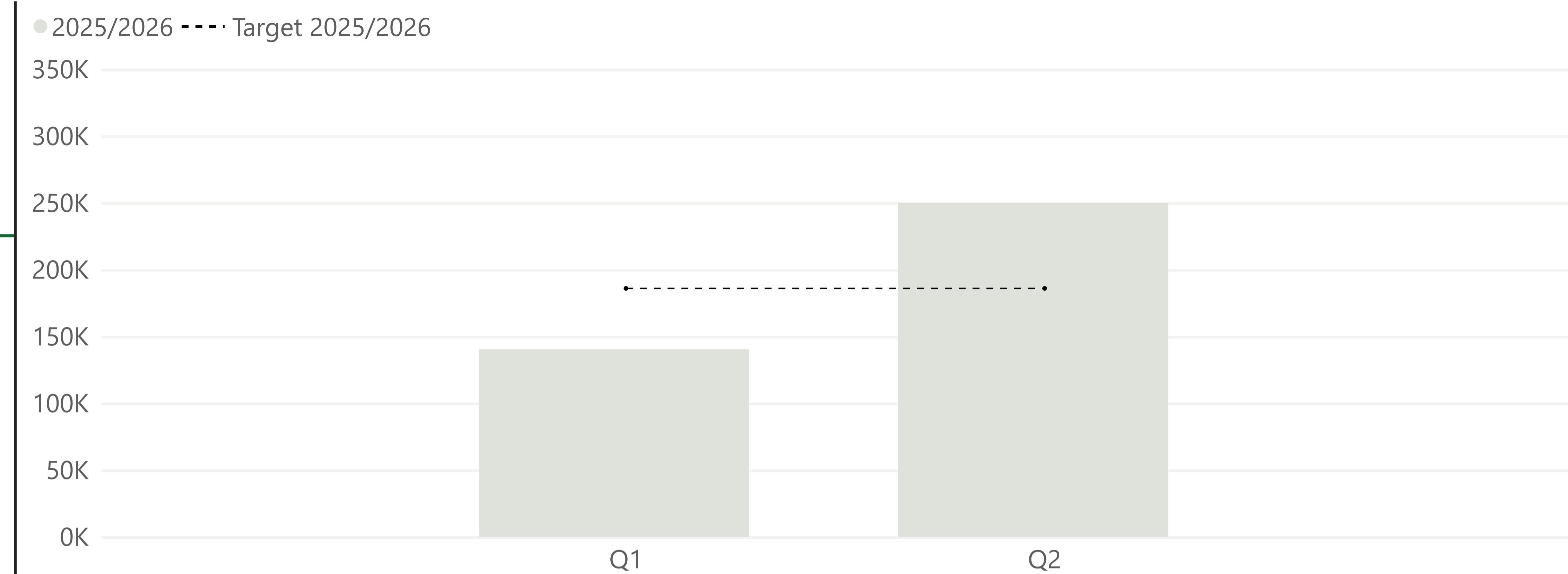
Q2 2025 vs Last FY: No historical data for comparison

Q2 2025 vs Q1 2025: +109,422

Favourability: Higher

Frequency: Quarterly

Service Area: Town Centres and Markets



Financial Year 2025/2026

Quarter	Value	Target	Vs Target	Comments
Q1	140325	186000	-45675	⬇
Q2	249747	186000	63747	⬆

Appendix B2

Performance Summary Second Quarter 2025/26 - Business Regeneration and Planning OSP

There are **twenty** measures within the remit of the panel. **Twelve** have comparable trend data for the second quarter (four improved, five declined and three stayed the same). **Five** have no comparable trend data for the second quarter and **three** are service demand measures.

Four improved trend:

REF.	Measure	Target 2025/26	Second Quarter 2024/25	Second Quarter 2025/26
PL 06	Number of planning decisions where an extension of time was agreed	No	40	29
PL 07	Number of planning decisions within the 8/13/16 weeks or the agreed extension of time	No	64	67
PL 08	Number of planning decisions over the 8/13/16 weeks or over the agreed extension of time	No	8	1
REG 01	Regeneration projects - Employment and Education in Nuneaton town centre (number of FTE)	73 (by 2028)	33	40.67

Five declined trend:

REF.	Measure	Target 2025/26	Second Quarter 2024/25	Second Quarter 2025/26	Comments
LP 01	Occupied Council commercial property	95%	95.24% (140/147)	88.96% (137/154)	Most of the vacant units are awaiting works required prior to re-let and are not currently on the market. Abbey Street properties account for the increase from 147 to 154 in 2025/26.
TC 01A	Footfall v last year % change - Bedworth	0%	-0.31%	-8.21%	175,982 2024/25, 161,529 2025/26
TC 01B	Footfall v last year % change - Nuneaton	0%	-34.02%	-11.85%	527,267 2024/25, 464,760 2025/26

Appendix B2

Performance Summary Second Quarter 2025/26 - Business Regeneration and Planning OSP

Declined trend (continued):

REF.	Measure	Target 2025/26	Second Quarter 2024/25	Second Quarter 2025/26	Comments
TC 02	Number of pitches sold Nuneaton Market (against target)	1,200	1,664	1,331	<p>It was anticipated that the change in operation from supply and set up to self-supply and erect may have an initial impact on trader numbers, hence the reduction in the target number of pitches. However, the impact on stall numbers has not been to the degree anticipated and, although numbers have fallen on last year, the actual number of traders has not been significantly impacted. The reduction reflects consolidation of stall numbers rather than a fall in trader numbers. It should be noted that trader numbers are in fact slowly on the increase because of some of the saving delivered by introducing the self-erect operation being passed on to the traders by way of a rent reduction. Footfall is also significantly lower in comparison to last year.</p>
TC 03	Bedworth market – Number of pitches sold (against target)	800	823	709	<p>There has been a slight decrease in stalls due to the changes in the self-erect operation and also footfall is significantly lower in comparison to last year.</p>

Appendix B2

Performance Summary Second Quarter 2025/26 - Business Regeneration and Planning OSP

Three stayed the same:

REF.	Measure	Target 2025/26	Second Quarter 2024/25	Second Quarter 2025/26
REG 02	Regeneration projects - Enhancing sub-regional and regional connectivity (paths, cycle ways in kilometres)	3.042 Km (by 2028)	0.12 Km	0.12 Km
REG 03	Regeneration projects - Enhancing sub-regional and regional connectivity (fuel / EV chargers installed)	34	0	0
REG 04	Regeneration projects - Unlocking and enabling industrial commercial and residential development (square metres)	600 sq. m	460 sq. m	460 sq. m

Five no comparable trend data for the second quarter:

REF.	Measure	Target 2025/26	Second Quarter 2024/25	Second Quarter 2025/26
PL 02	Number of planning applications on hand at the beginning of the quarter	No	No data	265
PL 09	Number of planning enforcement notices issued	No	No data	1
PL 10	Number of planning stop notices served (excluding temporary stop notices)	No	No data	0
PL 11	Number of planning breach of condition notices served	No	No data	0
TC 04	Total number of car park tickets sold	186,000	No data	249,747

Appendix B2

Performance Summary Second Quarter 2025/26 - Business Regeneration and Planning OSP

Three service demand measures:

REF.	Measure	Target 2025/26	Second Quarter 2024/25	Second Quarter 2025/26
PL 03	Planning applications received during the quarter	No	82	76
PL 04	Planning applications withdrawn (returned) during the quarter	No	10	10
PL 05	Number of planning decisions made during the quarter	No	72	68

NBBC Strategic Risk Register Summary

Second Quarter 2025/26

Full Register Summary

The total number of ‘live’ risks is 25.

As at the end of September 2025, the breakdown according to “net” risk is:

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

Consequently, 23 of 25 (92%) risks are deemed “satisfactorily managed” – meaning that the ‘traffic light’ reporting position is “Green” (target 80%).

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**

Business Regeneration and Planning OSP Risks Summary

There are eight strategic risks within the remit of the panel. One is “net” red, four are “net amber” and three are “net green”. Details of these risks are shown below.



NBBC Strategic Risk Register

Current Version: 24th October 2025

Business Regeneration and Planning 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 RED RISKS

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R4	Failure to maintain the economic vibrancy of the borough / town centres	Very High / Major (RED)	1. Non-constituent member of West Midlands Combined Authority (WMCA)	1: Strategic Director (H&CS)	Very High / Major (RED)	1. Minutes of WMCA meetings.	Management Team / PH – B&R / BRP OSP
			2. Cross Border Delivery Partnership	2: Strategic Director (H&CS)		2. Minutes of meetings of the partnership	
			3. Economic Development Strategy and on-going review.	3: Strategic Director (H&CS)		3. Cabinet report	
			4. Partnership working with Chamber of Commerce and Federation of Small Businesses (FSB) and others.	4: Strategic Director (H&CS)		4. Minutes of partner meetings, FSB awards	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			5. Maintain “Invest Warwickshire” – website for available commercial property.	5: Strategic Director (H&CS)		5. Website in place / Minutes of WMCA meetings.	
			6. Business Rates Local Discount scheme.	6: Strategic Director (H&CS)		6. Policy in place	
			7. Think Local First supporting local businesses.	7: Strategic Director (CR)		7. Annual Procurement and Accounts Payable Report	
			8. Transforming Nuneaton master plan.	8: Strategic Director (H&CS)		8. Plan in place	
			9. Employment land allocations in borough Plan.	9: Assistant Director (Planning)		9. Borough Plan in place.	
			10. Government’s Local Regeneration funding.	10: Management Team		10. Programme Board minutes and Government returns.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			11. Letting and further development of former Co-Op building.	11: Management Team		11. Site development. Regular update reports to Cabinet.	
			12. Delivery of Transforming Nuneaton master plan including "One Public Estate" grants.	12: Strategic Director (H&CS)		12. Programme Board minutes.	
			13. Bedworth Government funding obtained.	13: Strategic Director (H&CS)		13. Board minutes and Government returns. Regular update reports to Cabinet.	
			14. Bedworth visioning document completed, and Transforming Bedworth Group established.	14: Assistant Director (Economy)		14. Records in place.	
			15. Procured strategic development partner for Abbey Street, Nuneaton	15: Strategic Director (H&CS)		15. Procurement and other programme management documentation	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			16. Appointed additional staff capacity for Nuneaton.	16: Strategic Director (H&CS)		16. Staff in post / induction records.	
			17. Abbey Street development Phase 1 (completed)	17: Strategic Director (H&CS)		17. Cabinet / Planning Committee minutes. Branding and Management Agreement (BAMA) for hotel development.	
			18. Local Economic Assessment completed.	18: Assistant Director (Economy)		18. Assessment in place.	
			19. Local Regeneration funding application for Bedworth Physical Activity Hub approved and letter received confirming funding.	19: Chief Executive / Strategic Director (PS)		19. Fund-related documentation / formal agreement in place. Regular update reports to Cabinet. Contract signed. Project underway.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			20. Sport England funding (£2.5 million secured).	20: Strategic Director (PS)		20. All payments received excluding retention fee.	
			21. UK Shared Prosperity Fund development programme.	21: Assistant Director (Economy)		21. Investment Plan, Cabinet reports and monitoring data.	
			22. Leisure Strategy and Parks Concept Plans.	22: Strategic Director (PS)		22. Adopted Strategy and plans in place / Cabinet progress reports.	
			23. Investment plan agreed under the Local Regeneration funding. programme.	23: Strategic Director (H&CS)		23. Agreement in place.	
			24. Vicarage Street regeneration scheme in progress.	24: Chief Executive		24. Update progress reports.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			25. Business Improvement District (BID) funding in place and operational.	25: Strategic Director (H&CS)		25. Cabinet reports.	
			26. Parks and Green Space Strategy (August 2025).	26: Assistant Director (Recreation and Culture)		26. Cabinet report / strategy adopted.	
			27. Housing and Economic Needs Assessment (HEDNA) in place.	27: Assistant Director (Planning)		27. HEDNA in place.	
			<u>Planned:</u>				
			1. Formulate town centres action plan (April 2026).	1: Assistant Director (Economy)		1. Strategy in place.	
			2. New Borough Plan examined by the Inspectorate and Borough Plan to Cabinet and Full Council in December 2025 for adoption.	2: Assistant Director (Planning)		2. New plan 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
			3. Abbey Street development Phase 2 (October 2026).	3: Strategic Director (H&CS)		3. Cabinet / Planning Committee minutes.	
			4. Plan for Neighbourhoods Bedworth - Regeneration Plan to be submitted to Government (by 28 th November 2025).	4: Strategic Director (H&CS)		4. Cabinet / Board minutes.	
			5. Economic Development Strategy refresh (February 2026).	5: Assistant Director (Economy)		5. Cabinet report	
			6. Review and refresh Local Economic Assessment.	6: Assistant Director (Economy)		6. Updated assessment in place.	

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
R9	Failure to effectively manage Health, Safety & welfare arrangements to limit the potential for accidents and financial penalties	High / Major (RED)	1. Health and Safety Co-ordinators Group (HASCOG).	1: Assistant Director (Environment and Enforcement) / Health and Safety Manager	Significant / Major (AMBER)	1. HASCOG minutes.	Strategic Director (PS) / PH – P&E / BRP OSP
			2. Health & Safety policies & procedures.	2. Health and Safety Manager		2. HASCOG minutes.	
			3. Risk assessments and safe systems of work.	3: Strategic /Assistant Directors		3. HASCOG minutes and review / audit of NSHARE.	
			4. Mandatory Health & Safety training.	4: Health and Safety Manager		4. Training 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. Designated Corporate Health and Safety Officer.	5: Health and Safety Manager		5. Officer in place.	
			6. Compliance software system (NSHARE).	6: Health and Safety Manager		6. System in place.	
			7. Assurance reporting to Management Team.	7: Assistant Director (Environment and Enforcement) / Health and Safety Manager		7. Management Team reports and minutes.	
			8. Annual statement for Health and Safety assurance.	8: Assistant Director (Environment and Enforcement) / Health and Safety Manager		8. Audit and Standards Committee minutes.	
			9. Internal review of Health and Safety arrangements (August 2025).	9: Assistant Director (E&E) / Health and Safety Manager		9. CET / SLT 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
			10. Revised Health and Safety policies to be presented to Management Team / HASCOG (On-going).	10: Health and Safety Manager		10. Individual Cabinet Member decision by portfolio holder.	
			11. Fully implement new compliance software system in 2024/25 (NSHARE).	11: Health and Safety Manager		11. I.T. system fully implemented.	
			<u>Planned:</u>				
			1. Review of Health and Safety software and establishing a corporate approach.	1: Health and Safety Manager		1. Management Team report / minutes.	
			2. Review of HASCOG terms of reference and attendance by operational team members (December 2025).	2: Assistant Director (Environment and Enforcement)		2. HASCOG 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. Assistant Directors quarterly Health and Safety strategic meeting (December 2025).	3: Strategic Director (PS)		3. Meeting minutes.	
			4. Implement the internal review action plan including establishing new Corporate Health and Safety Team (January 2026).	4. Strategic Directors (PS & H&CS)		4. Management Team minutes / New team 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
R11	Nuneaton and Bedworth Community Enterprises Ltd. (NABCEL) gives rise to unplanned liabilities	Significant / Serious (AMBER)	1. NABCEL Board.	1: NBBC Strategic Director (H&CS) / Shareholder Committee	Significant / Serious (AMBER)	1. Board meeting papers & minutes.	Management Team / PH – B&R / BRP OSP
			2. Articles of Association adopted.	2: NBBC Strategic Director (H&CS) / Shareholder Committee		2. Articles of association	
			3. Each new business activity for NABCEL is supported by a robust business case that must be approved by the NABCEL Board.	3: NBBC Strategic Director (H&CS) / Shareholder Committee		3. Business cases / Cabinet minutes.	
			4. Appropriate and effective policies and procedures are in place and budgets are monitored regularly.	4: NBBC Strategic Director (H&CS) / Shareholder Committee		4. Policies located in records management system and budget monitoring.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			5. Appropriate insurance cover in place.	5: NBBC Strategic Director (H&CS) / Shareholder Committee		5. Insurance certification.	
			6. External business support.	6: NBBC Strategic Director (H&CS) / Shareholder Committee		6. Business Plan to stakeholder committee.	
			7. NABCEL Internal Audit.	7: NBBC Strategic Director (H&CS) / Shareholder Committee		7. NABCEL Internal Audit reports.	
			8. Shareholder agreement / committee.	8: NBBC Strategic Director (H&CS) / Shareholder Committee		8. Shareholder agreement record / minutes of Shareholder Committee meetings.	
			9. Shareholder board member training.	9: NBBC Strategic Director (H&CS) / Shareholder Committee		9. Training records.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			10. Effective senior management arrangements in place.	10: NBBC Strategic Director (H&CS) Shareholder Committee		10. New structure implemented.	
			11. Five-year Business Plan.	11: NBBC Strategic Director (H&CS) / Shareholder Committee		11. Business Plan in place. Annual review completed.	
			12. Regular performance review.	12: Board Chair		12. Board minutes.	
			13. External audits of NABCEL (on-going).	13: NABCEL Board Chair		13. Audit reports & Board reports / minutes.	
			14. Elected Members removed from their Directorship roles.	14: Assistant Director (D&G)		14. Council / Cabinet minutes.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			15. External Non-Executive Director appointed.	15: Strategic Director (H&CS)		15. Director in place.	
			16. External consultancy in place to support senior management.	16: Strategic Director (H&CS)		16. Contract in place.	
			<u>Planned:</u>				
			1. Review growth model and establish a financial strategy (Quarter 3, 2025/26).	1: NABCEL board.		1. Plan in place.	
			2. Fundamental review of Business Strategy and Business plan.	2: NABCEL board.		2. Approved Business Case in place.	
			3. Review approach to viability assessment for new business streams/extension to existing activities.	3: Strategic Director (H&CS)		3. Review documentation.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			4. Review of senior management performance and implementation of support & mentoring for senior management (August 2025).	4: Strategic Director (H&CS)		4. NABCEL board meeting minutes.	
			5. Review of the risk status for this risk at the end of the third quarter 2025/26.	5: Strategic Director (H&CS)		5. Strategic Risk Register audit trail / register updated, if required.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R25	<p>Noncompliance with regulations relating to:</p> <ul style="list-style-type: none"> • Freedom of Information • Environmental Information • General Data Protection <p>resulting in penalties applied by the Information Commissioner's Office</p>	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: Corporate Support and Data Compliance Manager		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: Corporate Support and Data Compliance Manager		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 (Digital & Business Change)		5. Individual Cabinet Member Decision	
			6. Data Protection Officer (DPO) in line with Data Protection regulations.	6: Corporate Support and Data Compliance Manager		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 (ongoing).	5: DPO and Training Officer		5. Delta training records.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R33	Grayson Place Ltd. gives rise to unplanned liabilities	Significant / Serious (AMBER)	1. Grayson Place Board.	1: NBBC Strategic Director (H&CS) / Shareholder Committee	Significant / Serious (AMBER)	1. Board meeting papers & minutes.	Strategic Director (H&CS) / PH – B&R / BRP OSP
			2. Articles of Association adopted.	2: NBBC Strategic Director (H&CS) / Shareholder Committee		2. Articles of association.	
			3. Appropriate and effective policies and procedures are in place and budgets are monitored regularly.	3: NBBC Strategic Director (H&CS) / Shareholder Committee		3. Policies located in records management system and budget monitoring.	
			4. Appropriate insurance cover in place.	4: NBBC Strategic Director (H&CS) / Shareholder Committee		4. Insurance certification.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			5. External Asset Management support.	5: NBBC Strategic Director (H&CS) / Shareholder Committee		5. Asset Management reports.	
			6. Grayson Place Ltd. External Audit.	6: NBBC Strategic Director (H&CS) / Shareholder Committee		6. NABCEL Internal Audit reports.	
			7. Shareholder agreement / committee.	7: NBBC Strategic Directors / Shareholder Committee		7. Shareholder agreement record / minutes of Shareholder Committee meetings.	
			8. Shareholder board member training.	8: NBBC Strategic Director (H&CS) / Shareholder Committee		8. Training records.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			9. Effective senior management arrangements in place.	9: NBBC Strategic Director (H&CS) / Shareholder Committee		9. New structure implemented.	
			10. Regular performance review.	10: Board Chair		10. Board minutes.	
			<u>Planned:</u>				
			1. Three-year Business Strategy.	1: NBBC Strategic Director (H&CS) / Shareholder Committee		1. Strategy in place. Annual review completed.	
			2. Five-year Business Plan.	2: NBBC Strategic Director (H&CS) / Shareholder Committee		2. Business Plan in place. Annual review completed.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			3. Annual review of Business Strategy and Business plan.	3: NBBC Strategic Director (H&CS) / Shareholder Committee		3. Updated Strategy and Plan in place.	

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) / (H&CS)	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 (H&CS) / Assistant Director (SH&CS)		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 (H&CS) / Assistant Director (Social Housing and Community Safety)		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 (H&CS) / Assistant Director (Social Housing and Community Safety)		7. Doors / Certification 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
			8. Corporate review of Health and Safety arrangements (September 2025).	8: Strategic Director (P&S)		8. MT Report / minutes.	
			9. Town Hall fire prevention arrangements (including upgrade of door entry system).	9: Strategic Director (H&CS) / Assistant Director (Social Housing and Community Safety) / Health and Safety Manager		9. Monitored action plan in place / Updates to Fire Services	
			10. Implement periodic Audit report (CMAP) recommendations.	10: Health and Safety Manager		10. Audit action plan.	
			11. Act on appropriate recommendations arising from public enquiries / legislation changes (on-going).	11: Strategic Director (H&CS) / Assistant Director (Social Housing and Community Safety) / Health and Safety Manager		11. 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 (March 2026).	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: Strategic Director (H&CS) / Assistant Director (Social Housing and Community Safety)			
			3. Review of corporate assets and associated operations (2025/26).	3: Strategic Director (H&CS) / Assistant Director (Social Housing and Community Safety)		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: Corporate Support and Data Compliance Manager	High / Low (GREEN)	1. Policy and procedure in place.	Strategic Director (CR) / PH Cabinet / H&CR, H&COM, E&L & BRP OSPs
			2. Designated support and compliance team in place.	2: Corporate Support and Data Compliance Manager		2. Designated manager / team in place.	
			3. Review / Final check of service area escalated responses.	3: Corporate Support and Data Compliance Manager		3. Review records retained.	
			4. Ombudsman monitoring by CET / SLT (Strategic Performance Report).	4: CET / SLT		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: Corporate Support and Data Compliance Manager		5.FPS meeting minutes.	
			<u>Planned:</u>				
			1. Update complaints policy following regulatory changes (December 2025).	1: Chief Executive / Strategic Director (CR)		1. Updated policy in place.	
			2. Quarterly data compliance update report to SLT.	2: Corporate Support and Data Compliance Manager		2. SLT 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
R32	Financial implications to NBBC following appeals / hearings processes for planning applications	High/Major (RED)	1. Planning Team working on each hearing and appeal process for appellant / applicant.	1: Strategic Director(PS) / Assistant Director (Planning)	Significant / Moderate (GREEN)	1. Adopted Local Plan.	Strategic Director (PS) / PH – P&E / BRP OSP
			2. Experienced King's Counsel (KC) to assist NBBC in any public enquiry appeals process.	2: Strategic Director(PS) / Assistant Director (Planning)		2. KC in place.	