

## **NBBC Strategic Risk Register Summary**

### **Fourth Quarter 2025/26**

#### **Full Register Summary**

The total number of 'live' risks is 25.

As at the end of March 2026, 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: 14<sup>th</sup> April 2026

Business Regeneration and Planning OSP Risks

## Risk Level Indicator Matrix and Descriptors

### Key

Green	1 – 4 (acceptable)
Amber	6 – 8 (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
		<b>Impact</b>			

### 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

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

## 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 <b>(RED)</b>	1. Non-constituent member of West Midlands Combined Authority (WMCA)	1: Strategic Director (H&CS)	Very High / Major <b>(RED)</b>	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.	
			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 (“Pathfinder”).	10: Strategic Director (H&CS)		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: Strategic Director (H&CS)		11. Site development. Regular update reports to Cabinet.	
			12. Delivery of Transforming Nuneaton master plan including "One Public Estate" grants, where applicable.	12: Strategic Director (H&CS)		12. Programme Board minutes.	
			13. Bedworth "Pride in Place" 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.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			15. Procured strategic development partner for Abbey Street, Nuneaton	15: Strategic Director (H&CS)		15. Procurement and other programme management documentation	
			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.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			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.	
			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.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			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 (WCC - led project).	24: Strategic Director (H&CS)		24.Update progress reports.	
			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.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			28. New Borough Plan examined by the Inspectorate and adopted by Cabinet and Full Council (10/12/25)	28: Assistant Director (Planning)		28.New plan in place / Full Council minutes.	
			<b><u>Planned:</u></b>				
			1. Formulate town centres action plan (April 2026).	1: Assistant Director (Economy)		1. Strategy in place.	
			2. Abbey Street development Phase 2 (October 2026).	2: Strategic Director (H&CS)		2. Cabinet / Planning Committee minutes.	
			3. Plan for Neighbourhoods Bedworth; Regeneration Plan submitted to Government in November 2025 - awaiting final approval of Business Plan.	3: Strategic Director (H&CS)		3. Cabinet / Board minutes.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			4. Economic Development Strategy refresh (2026/27).	4: Assistant Director (Economy)		4. Cabinet report.	
			5. Review and refresh Local Economic Assessment.	5: Assistant Director (Economy)		5. 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
<b>R9</b>	Failure to effectively manage Health, Safety & welfare arrangements to limit the potential for accidents and financial penalties	High / Major <b>(RED)</b>	1. Health and Safety Co-ordinators Group (HASCOG).	1: Assistant Director (Environment and Enforcement) / Health and Safety Manager	Significant / Major <b>(AMBER)</b>	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.Compliance software system in place 2024/25 (NSHARE).	11: Health and Safety Manager		11. I.T. system fully implemented.	
			12.UpdateS on Health and Safety action plan to Senior Leadership Team (SLT).	12: Health and Safety Manager		12.SLT meeting minutes (standard agenda item).	
			<b><u>Planned:</u></b>				
			1. Review of Health and Safety software and establishing a corporate approach (2026/27).	1: Health and Safety Manager		1. Management Team 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
			2. Review of HASCOG terms of reference and attendance by operational team members (April 2026).	2: Assistant Director (Environment and Enforcement)		2. HASCOG minutes.	
			3. Realignment of Corporate Health and Safety Team (May 2026).	3: Assistant Director (Environment and Enforcement) / Health and Safety Manager		3. New structure in place.	
			4. Implement the internal review action plan including establishing new Corporate Health and Safety Team (April 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 <b>(AMBER)</b>	1. NABCEL Board.	1: NBBC Strategic Director (H&CS) / Shareholder Committee	Significant / Serious <b>(AMBER)</b>	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.	
			15. External Non-Executive Director appointed.	15: Strategic Director (H&CS)		15. Director 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
			16. External consultancy in place to support senior management.	16: Strategic Director (H&CS)		16. Contract in place.	
			17. Review of Senior Management Performance and Implementation of external support & mentoring for senior management.	17:Strategic Director (H&CS)		17.Payments to external support contractor / board correspondence.	
			<b>Planned:</b>				
			1. Review growth model and establish a financial strategy (April 2026).	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.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			3. Review approach to viability assessment for new business streams/extension to existing activities.	3: Strategic Director (H&CS)		3.Review documentation.	
			4. Recruitment of a suitably qualified Managing Director (April 2026).	4: Strategic Director (H&CS)		4. Managing Director in post	
			5. Review of the risk status for this risk first quarter 2026/27.	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"> <li>Freedom of Information</li> <li>Environmental Information</li> <li>General Data Protection</li> </ul> <p>resulting in penalties applied by the Information Commissioner's Office</p>	Very high / major <b>(RED)</b>	<b><u>Freedom of Information / Environmental Information</u></b>		Significant / major <b>(AMBER)</b>		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.	

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			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.	

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			<b><u>Planned:</u></b>				
			1.Refresher training for Senior Managers (September 2025).	1: Corporate Support and Data Compliance Manager		1.Senior Management Team minutes / training records.	
			<b><u>General Data Protection Regulations (GDPR)</u></b>				
			1. Corporate Information Governance Group (CIGG) / Information Management Group.	1: Corporate Support and Data Compliance Manager		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: <a href="#">Customer services and Nuneaton and Bedworth Borough Council website   Privacy notice   Nuneaton and Bedworth Borough Council.</a>	
			8. Internal Audit undertaken (Option via Central Midlands Audit Partnership).	8: Assistant Director (Democracy and Governance)		8. Reports in place, reports to Audit and Standards Committee (progress updates, update plan and Annual audit opinion) <a href="#">Meetings – Nuneaton and Bedworth Borough Council</a>	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			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 - refresh of terms of reference (T of R) for CGG (May 2025 at Corporate Executive Team), and Information Management Group established and in place following T of R approved at SLT (October 2025).	10: Assistant Director (Democracy and Governance) / DPO		10.Meetings minutes.	
			11. Data Protection information available to employees via NBBC Intranet.	11: DPO		11. NBBC Intranet.	

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			<b>Planned:</b>				
			1. Data Protection policy to be updated (June 2026).	1: DPO		1. Policy approved.	
			2. Information Asset Register to be established (timescale to be agreed with Information Management Group).	2: DPO / Information asset owners		2. Register in place.	
			3. Data protection and Freedom of Information Act training for Senior Managers (on-going).	3: DPO		3. Senior Management meeting records.	
			4. Data Protection training to be reviewed to ensure that it is up to date and appropriate (on-going).	4: DPO and Training Officer		4. Delta training records.	

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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 insurance cover in place.	3: NBBC Strategic Director (H&CS) / Shareholder Committee		3. Insurance certification.	
			4. External Asset Management support.	4: NBBC Strategic Director (H&CS) / Shareholder Committee		4. Monthly owner reports / minutes.	

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			5.Grayson Place Ltd. External Audit.	5: NBBC Strategic Director (H&CS) / Shareholder Committee		5. Audit reports.	
			6. Shareholder agreement / committee.	6: NBBC Strategic Directors / Shareholder Committee		6. Shareholder agreement record / minutes of Shareholder Committee meetings.	
			7. Shareholder committee member training.	7: NBBC Strategic Director (H&CS) / Shareholder Committee		7. Training attendance records.	
			8. Effective senior management arrangements in place.	8: NBBC Strategic Director (H&CS) / Shareholder Committee		8. New structure implemented.	

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			9. Regular performance review.	9: Board Chair		9. Monthly owner's meeting minutes.	
			<b><u>Planned:</u></b>				
			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.	
			3. Annual review of Business Strategy and Business plan.	3: NBBC Strategic Director (H&CS) / Shareholder Committee		3. Updated Strategy and 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
			4. Appropriate, relevant 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.	

## 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 <b>(AMBER)</b>	1. Fire Management Group (FMG).	1: Strategic Directors (PS) / (H&CS) / Assistant Directors (Environment and Enforcement / SH&CS)	Low / Major <b>(GREEN)</b>	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.	

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			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 (PS)		8. SLT 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
			<b><u>Planned:</u></b>				
			1. Review and refresh Business Continuity Plans (2026/27).	1: Strategic / Assistant Directors			
			2. <b>Leasehold commercial properties</b> – review and establish landlord checks for structure / electrical / gas / fire safety and security of empty purchased properties pending redevelopment (2026/27).	2: Strategic Director (H&CS) / Assistant Director (Social Housing and Community Safety) / Assistant Director (Economy)			
			3. Review of corporate assets and associated operations (2026/27).	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 <b>(GREEN)</b>	1. Formal complaints policy and process.	1: Corporate Support and Data Compliance Manager	High / Low <b>(GREEN)</b>	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 SLT (Strategic Performance Report).	4: 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.	
			<b><u>Planned:</u></b>				
			1. Update complaints policy following regulatory changes (May 2026).	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 <b>(RED)</b>	1.Planning Team working on each hearing and appeal process for appellant / applicant.	1: Strategic Director(PS) / Assistant Director (Planning)	Significant / Moderate <b>(GREEN)</b>	1.Adpoted 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.	
			3.Designated budget in place to support associated costs.	3: Assistant Directors (Planning) / (Finance)		3.Annual budget in place.	
			<b><u>Planned:</u></b>				
			1.Monitoring and management of process for collection and spend of received Section 106 funds – creation of S.106 monitoring officer post and procurement of software (2026/27).	1: Assistant Directors (Planning) / (Finance)		1. Report to SLT / Appointment of monitoring officer and associated processes & software in place.	