

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**

Housing and Communities OSP Risks Summary

There are five strategic risks within the remit of the panel. One is "net red", one is "net amber" and three are "net green". Details of these risks are shown below.



NBBC Strategic Risk Register

Current Version: 14th April 2026

Housing and Communities 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
R1	Potential failure to provide adequate accommodation to meet the needs of the borough with consequent impact on the lives of residents	Very High / Major (RED)	1. Housing / Homelessness Strategy.	1: Assistant Director (Strategic Housing)	Very High / Serious (RED)	1. Strategy in place. Housing Needs Survey, Strategic Housing Market Assessment, Housing and Economic Development Needs Assessment (HEDNA), Sustainable 30 Year HRA Business Plan.	Strategic Director (H&CS) / PH – H / H & COM OSP
			2. Warwickshire Heads of Housing Group (WHOH).	2: Assistant Director (Strategic Housing)		2. Minutes of WHOH meetings.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			3. Affordable Housing Supplementary Planning Document (Borough Plan).	3: Assistant Director (Planning)		3. Document in place.	
			4. Housing Revenue Account (HRA) Development and Acquisition Strategy.	4: Strategic Director (H&CS)		4. Documents / minutes of meetings.	
			5. Investment Partner status with Homes England.	5: Strategic Director (H&CS)		5. Documents / minutes of meetings.	
			6. Development Team for HRA new builds.	6: Strategic Director (H&CS)		6. Management Team minutes	
			7. Nominations agreements with registered providers.	7: Assistant Director (Strategic Housing)		7. Agreement records.	
			8. Annual review of HRA Business Plan	8: Strategic Director (H&CS)		8. Approved 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
			9.Landlord Liaison Officers to support sustainable tenancies in private sector housing.	9: Assistant Director (Strategic Housing)		9. Landlord Forum minutes and casework.	
			10.Tenancy Support Officer for HRA stock.	10: Assistant Director (Social Housing and Community Safety)		10.Officer in place / casework notes.	
			11.Creation of Homelessness Prevention Team (January 2024).	11: Assistant Director (Strategic Housing) 12		11.Team in place / casework notes.	
			12.HRA stock "Right-sizing" Policy and Tenant Liaison Officer established	12: Assistant Director (Social Housing and Community Safety)		12.Policy in place / casework records.	
			13.Revised Homelessness Strategy.	13: Assistant Director (Strategic Housing)		13.Strategy 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
			14.Reviewed Housing Strategy (December 2024).	14: Assistant Director (Strategic Housing)		14. Revised strategy in place	
			15. New Borough Plan examined by the Inspectorate and adopted by Cabinet and Full Council (10/12/25).	15: Assistant Director (Planning)		15.New plan in place / Full Council minutes.	
			<u>Planned:</u>				
			1. HRA / GF development programme.	1: Capital Investment Service Manager / Strategic Director (H&CS)		1. Programmes in place	
			2. Consultation and formulation of a Town Centre Strategy (2026/27).	2: Assistant Director (Economy)		2. Strategy 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 of Housing Revenue Account Development and Acquisition Strategy (2026/27).	3: Assistant Director (Social Housing and Community Safety)		3. Elected Member – approved document in place.	
			4. Up-to-date Strategic Housing Marketing Assessment (SHMA) evidence (in Autumn 2026).	4: Assistant Director (Planning)		4. Local Plan.	
			5. Review of effectiveness of “Right sizing policy” (Q2 2026/27).	5: Transformation team		5. Report.	

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
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.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			3.Email alerts on receipt of new requests.	3: Strategic Director (CR)		3.Emails.	
			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: 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: Customer services and Nuneaton and Bedworth Borough Council website Privacy notice Nuneaton and Bedworth Borough Council.	
			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) Meetings – Nuneaton and Bedworth Borough Council	

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.	

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

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
R5	Failure to reduce the fear of crime and disorder	High /- Serious (RED)	1. Nuneaton and Bedworth Safer Communities Partnership (NABSCOP). Meets three times per year. Action points identified & regularly reviewed. Has own Risk Register.	1: Communities and Community Safety Manager	Sig / Moderate (GREEN)	1. Minutes of NABSCOP meetings, including crime performance statistics. External OSP reports.	Strategic Director (H&CS) / PH – LC&H / H&COM OSP
			2. Police & Crime Commissioner (PCC) grants.	2: Communities and Community Safety Manager		2. Financial accounts (PCC grant receipt and usage). External OSP reports.	
			3. Annual strategic assessment of crime, the level of crime & its impact on the community.	3: Communities and Community Safety Manager		3. Confidential strategic document in place / Minutes of NABSCOP meetings.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			4. Anti-Social Behaviour & Harassment Policy / Anti-Social Behaviour Strategy	4: Communities and Community Safety Manager		4. Relevant case management records in Flare system / ASB Case Management Group minutes.	
			5. Communities Officer (anti-social behaviour).	5: Communities and Community Safety Manager		5. Officer in place.	
			6. CCTV coverage.	6: Assistant Director (Economy)		6.CCTV records / British Standard BS7958 Certification / Police Tasking Group minutes.	
			7. Public Space Protection Orders (PSPOs) relating to begging control and anti-social cycling in town centres.	7: Communities and Community Safety Manager		7. Cabinet meeting minutes.	
			8. Dedicated ASB team for Landlord Services.	8: Assistant Director (Social Housing and Community Safety)		8. Performance reports to Strategic Director and portfolio holder.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			9.Additional full time Community Safety Officer role within the Council's establishment.	9: Communities and Community Safety Manager		9.Officer in place.	
			10.Establish initiative via the UK Shared Prosperity Fund (SPF) – year 4 ends March 2026.	10: Communities and Community Safety Manager		10. Cabinet approval / initiatives in place. Grant paperwork / criteria.	
			11. Serious Violence Duty Delivery Plan.	11: Communities and Community Safety Manager		11. Cabinet report / minutes.	
			12.Certification for landlord ASB service	12: Landlord Services Manager		12. Certification in place.	
			Planned:				
			1. Devise and implement a Community Cohesion Strategy (September 2026)	1: Communities and Community Safety Manager		1. Cabinet / OSP reports / 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. Devise and implement Neighbourhood Improvement and Cohesion Plans (September 2026)	2: Communities and Community Safety Manager		1. Cabinet / OSP reports / minutes.	
			3. Establish Corporate Community Safety Group (April 2026)	3: Communities and Community Safety Manager		3. Minutes of Corporate Community safety Group.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R28	Arson or accidental fire in General Purpose flats and Independent Living Complexes / bungalows / HRA-owned hostels	Significant / Major (AMBER)	1. Fire Management Groups (Operational / Strategic / Governance).	1: Strategic Director (H&CS)	Low / Major (GREEN)	1. FMG meeting minutes. HASCOG reports.	Strategic Director (H&CS) / PH – H / H&COM OSP
			2. Regularly serviced fire detection & alarm systems / fire extinguishers and appropriate Fire Risk Assessments (FRA) regularly reviewed.	2: Assistant Director (Social Housing and Community Safety) /Capital Projects Investment Manager		2. Service records, Fire extinguisher service records & records of FRA outcomes. External report (review of arrangements).	
			3. Regular Health & Safety inspections give attention to fire risks.	3: Assistant Director (Social Housing and Community Safety) /Capital Projects Investment Manager		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 in Housing Revenue Account stock.	4: Assistant Director (Social Housing and Community Safety) / Capital Projects Investment Manager		4. Cabinet reports and Capital Projects Meeting Minutes.	
			5. External Wall Insulation specification reviewed.	5: Assistant Director (Social Housing and Community Safety) / Capital Projects Investment Manager		5. Property records.	
			6. Maglock doors fitted to communal areas of Independent Living Complexes.	6: Assistant Director (Social Housing and Community Safety) / Capital Projects Investment Manager		6. Doors 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. Certified fire doors.	7: Assistant Director (Social Housing and Community Safety) /Capital Projects Investment Manager		7. Doors / Certification in place.	
			8: Review of evacuation policy in complexes (signed off January 2023).	8: Assistant Director (Social Housing and Community Safety)		8. Report in place.	
			9. Implementation of Social Housing (Regulation) Act 2023 regulations and other legislation related to fire detection and carbon monoxide detection systems.	9: Capital Projects Investment Manager / Senior Health and Safety Officer (Housing)		9. Effective detection systems 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
			10.External risk audit report by insurers (Gallagher Bassett) February 2023.	10: Capital Projects Investment Manager / Senior Health and Safety Officer (Housing)		10.Action plan and MT minutes.	
			11. Existing property insurance policy documents.	11: Assistant Director (Finance)		11. Policy documents in place.	
			12. Liaison with Warwickshire Fire and Rescue Service Fire Prevention Team.	12: Capital Projects Investment Manager / Senior Health and Safety Officer (Housing)		12. E-mail records and meeting minutes / outcomes.	
			13. On-going fire safety training (internal and external).	13: Capital Projects Investment Manager / Senior Health and Safety Officer (Housing)		13. 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
			14.Fire safety information produced and published for all tenants and leaseholders (including Tenancy Packs).	14: Assistant Director (Social Housing and Community Safety)		14: Documents in place / on-line.	
			<u>Planned:</u>				
			1. Implement periodic Internal Audit report recommendations.	1: Head of Safety and Environmental Health / Capital Projects Investment Manager / Senior Safety & Compliance Officer (Housing)			

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			2. Act on appropriate recommendations arising from public enquiries / legislation changes (on-going).	2: Strategic Director (H&CS) / Assistant Director (Social Housing and Community Safety) / Head of Safety and Environmental Health)			
			3. Review and refresh Business Continuity Plans (2026/27).	3: Strategic / Assistant Directors			

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 SLT (Strategic Performance Report).	4: SLT		4. Strategic Performance Report.	

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			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 (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.	