Mansfield District Council

Strategic Risks Register

Date of issue: 18/5/26

Calculation of Residual Risk Level

Effectiveness Score	Risk Level
Greater than 80%	**Low**
50 – 80%	**Medium**
Less than 50%	**High**

Summary of Strategic Risks

Ref	Risk Description	Residual Risk Rating
1	Failure to deliver MTFP savings and efficiencies	**MEDIUM**
2	Failure to adequately respond to new legislative and regulatory requirements	**LOW**
3	Failure to have robust digital, data and cyber security measures, systems and behaviours in place	**HIGH** (See separate Information Security Management Risk Register)
4	Failure to deliver services due to lack of effective business continuity arrangements	**LOW**
5	Failure to provide an effective Council response to an emergency situation	**LOW**
6	Failure to meet safeguarding responsibilities	**LOW**
7	Failure to comply with health & safety policies and arrangements in place	**MEDIUM**
8	Failure to comply with effective counter fraud and corruption arrangements in place	**MEDIUM** (See separate Counter Fraud & Corruption Risk Register)
9	Failure to deliver statutory duties due to an inability to retain / recruit appropriate staff	**MEDIUM**

10	Failure to comply with the Regulator of Social Housing's Consumer Standards and inadequate progression of the Council's improvement plan as part of its social landlord responsibilities.	**LOW**
11	Failure to consistently comply with effective procurement and contract management arrangements	**HIGH**
12	Failure to effectively manage major projects	**MEDIUM**
13	Ineffective Management of Non - HRA Assets, including land	**MEDIUM**

Risk 1 Failure to deliver the Council's MTFP				
Risk Owner: Director of Corporate Resources				
Key Controls	**% Weighting**	**In Place**	**Target Effectiveness**	**Current Effectiveness**
1.1. Robust budget setting process	20%	1	3	3
1.2. Effective management, monitoring and reporting of in-year position against the MTFP and savings plans.	40%	1	3	2
1.3 Training to ensure compliance with Financial Regulations, Procurement strategy and procedures and other relevant guidance and procedures	20%	1	3	2
1.4 Maintaining an adequate level of reserves and balances	20%	1	3	3
Effectiveness Scores	100%		100%	80%
Risk Level : MEDIUM				

Risk 2 Failure to adequately respond to new legislative and regulatory requirements				
Risk Owner: Assistant Director – Law, Governance & People				
Key Controls	**% Weighting**	**In Place**	**Target Effectiveness**	**Current Effectiveness**
2.1 Expertise in and knowledge of relevant forthcoming legislation and regulations	30%	1	3	2
2.2 Inclusion of Legal Services where advice is needed on new legislation and its implications	30%	1	3	3
2.3 Compare and assess existing policies with regard to new legislation and amend accordingly	20%	1	3	3
2.4 Ensuring decisions are compliant with new legislation	20%	1	3	3
Effectiveness Scores	100%		100%	90%
Residual Risk Level : LOW				

Risk 4: Failure to deliver services due to lack of effective business continuity arrangements				
Risk Owner: Assistant Director - Health & Communities				
Key Controls	**% Weighting**	**In Place**	**Target Effectiveness**	**Current Effectiveness**
4.1 Regular review and audit of the Major Incident Plan and delivery of required training	30%	1	3	3
4.2 Access to relevant personnel in accordance with the service out of hours rotas	15%	1	3	2
4.3 Effective monitoring arrangements by the Resilience Board	25%	1	3	3
4.4 - Compliance with business continuity arrangements and systems	30%	1	3	2
Effectiveness Scores	100%		100%	85%
Residual Risk Level : LOW				

Risk 5: Failure to provide an effective Council response to an emergency situation				
Risk Owner: Assistant Director - Health & Communities				
Key Controls	**% Weighting**	**In Place**	**Target Effectiveness**	**Current Effectiveness**
5.1 Compliance with the Civil Contingencies Act Seven Statutory Duties	25%	1	3	3
5.2 Regular review and testing of Major Incident Plan and delivery of required training	20%	1	3	2
5.3 SLA with Nottinghamshire County Council	30%	1	3	3
5.4 Effective monitoring of emergency planning through the Council's Resilience Board	10%	1	3	3
5.5 Access to relevant personnel out of hours in accordance with the emergency rota	15%	1	3	2
Effectiveness Scores	100%		100%	88%
Residual Risk Level : LOW				

Risk 6: Failure to meet safeguarding responsibilities				
Risk Owner: Assistant Director - Housing				
Key Controls	**% Weighting**	**In Place**	**Target Effectiveness**	**Current Effectiveness**
6.1 Up to date Safeguarding Policy and procedures in place supported by effective communication and training	40%	1	3	3
6.2 Effective monitoring process to ensure compliance with policies and procedures	25%	1	3	3
6.3 Effective processes and procedures for reporting, collecting and sharing data with a focus on outcomes	20%	1	3	3
6.4 Learn lessons from & implement recommendations from Serious Case Reviews	15%	1	3	3
Effectiveness Scores	100%		100%	100%
Residual Risk Level : LOW				

Risk 7: Failure to comply with Health & Safety policies and arrangements in place				
Risk Owner: Assistant Director - Health & Communities				
Key Controls	**% Weighting**	**In Place**	**Target Effectiveness**	**Current Effectiveness**
7.1 Up to date H & S policies and procedures	20%	1	3	1
7.2 Effective training on above policies and procedures	20%	1	3	1
7.3 Effective monitoring process to ensure compliance with above policies and procedures	20%	1	3	2
7.4 Retention of key H & S documents	20%	1	3	1
7.5 Expertise and knowledge of relevant H & S legislation and best practice	20%	1	3	3
Effectiveness Scores	100%		100%	53%
Residual Risk Level: MEDIUM				

Risk 9: Failure to deliver statutory duties due to an inability to retain / recruit appropriate staff				
Risk Owner: Director of Corporate Resources				
Key Controls	**% Weighting**	**In Place**	**Target Effectiveness**	**Current Effectiveness**
9.1 Effective delivery of the people strategy	30%	1	3	2
9.2 Pay and benefits to retain and attract	20%	1	3	2
9.3 Adequately skilled and digitally aware workforce	15%	1	3	2
9.4 Good reputation of the Council as an employer	15%	1	3	2
9.5 Effective workforce development programme	20%	1	3	2
Effectiveness Scores	100%		100%	74%
Risk Level: MEDIUM				

Risk 10: Failure to comply with the Regulator of Social Housing's Consumer Standards and inadequate progression of the Council's improvement plan as part of its social landlord responsibilities.				
Risk Owners: Assistant Director - Housing				
Key Controls	**% Weighting**	**In Place**	**Target Effectiveness**	**Current Effectiveness**
10.1 Strategic governance and assurance framework including Housing Executive/ CLT/ Cabinet / OSC oversight, clear accountability, regular performance reporting, and evidence of challenge and escalation.	20%	1	3	3
10.2 Data integrity, TSM management and assurance, including validated datasets, internal audit testing, triangulation (repairs, complaints, satisfaction), and evidence-led decision making	20%	1	3	2
10.3 Tenant engagement, influence and complaints handling, including compliance with Housing Ombudsman Complaint Handling Code, measurable TP01 performance, and demonstrable service improvements from feedback	20%	1	3	2
10.4 Property condition, safety and compliance management, including robust asset data, condition data, decency monitoring, delivery of capital programmes, and compliance with damp and mould requirements (including Awaab's Law expectations)	25%	1	3	2

10.5 Housing Consumer Standards improvement plan delivery and organisational capacity, including clear milestones, programme governance, adequate resourcing, and tracking of outcomes against regulatory expectations.	15%	1	3	2
Effectiveness Scores	100%		100%	90%
Residual Risk Level: LOW				

Risk 11: Failure to consistently comply with procurement and contract management arrangements				
Risk Owners: Assistant Director – Law, Governance and People				
Key Controls	**% Weighting**	**In Place**	**Target Effectiveness**	**Current Effectiveness**
11.1 Up to date procurement strategy / procedures and guidance which are being consistently complied with	20%	1	3	1
11.2 Effective communication and training on procurement procedures and rules	15%	1	3	3
11.3 Effective monitoring process to ensure compliance with relevant procedures and guidance	15%	1	3	2
11.4 Adequate level of professional procurement expertise available and fully utilised	10%	1	3	2
11.5 Up to date contract management procedures in place which are being consistently complied with	20%	1	3	1
11.6 Effective communication and training on contract management procedures	20%	0	3	0
Effectiveness Scores	100%		100%	45%
Residual Risk Level: HIGH				

Risk 12: Failure to effectively manage major projects				
Risk Owners: Assistant Director – Planning and Regeneration				
Key Controls	**% Weighting**	**In Place**	**Target Effectiveness**	**Current Effectiveness**
12.1 Approved business case	20%	1	3	3
12.2 Effective project management procedures which are proportionate to risk and include identification of significant grant conditions / project risks	50%	1	3	2
12.3 Effective monitoring of key projects	20%	1	3	2
12.4 Sharing lessons learnt from projects	10%	1	3	2
Effectiveness Scores	100%		100%	76%
Residual Risk Level: MEDIUM				

Risk 13: Ineffective Management of Non - HRA Assets, including land				
Risk Owners: Assistant Director – Planning				
Key Controls	**% Weighting**	**In Place**	**Target Effectiveness**	**Current Effectiveness**
13.1 Up to date and accurate records maintained on the asset management database	20%	1	3	2
13.2 Up to date PPW programme in place	20%	1	3	2
13.3 Effective delivery of the PPW programme	20%	1	3	2
13.4 Completion of stock condition surveys and compliance review	20%	1	3	2
13.5 Compliance with statutory requirements by delivering actions identified from condition surveys and compliance review	20%	1	3	2
Effectiveness Scores	100%		100%	67%
Residual Risk Level: MEDIUM				