

## Summary Corporate Risk Register – March 2026

Risk Ref	Risk Description	Risk Owner	Latest Risk Sheet (Date)	Controls	Current Status	Current Risk Score	Date Last Considered by SLT
RR1	<p><b>Staffing, Skills and Capacity</b>                      The challenging jobs market, both locally and nationally, means that the council is continuing to face significant competition for the best talent, along with difficulties recruiting to posts in some areas, in common with many other employers across all sectors. This is despite the Office for National Statistics reporting that the estimated number of vacancies nationally has been broadly flat between April and January 2026 after 39 consecutive quarterly declines since June 2022<sup>1</sup>. The location of the council within a borough in the South-East of England and with close proximity to London creates an additional challenge due to operating within a tight labour market. In addition, there is a national challenge in the visibility and attractiveness of local government as a potential career option, especially for the younger workforce. However work has been undertaken nationally led by the Local Government Association to better promote careers within the local government sector and a second national multimedia campaign ran between January to March 2026.</p> <p>In addition to these factors, the planned local government re-organisation and devolution, which</p>	Head of Human Resources and Organisational Development	Feb-26	<p>The following is in place to ensure that the council is able to recruit and retain the right people, in the right jobs, with the right skills:</p> <ul style="list-style-type: none"> <li>- An updated salary and benefits offer is available to all staff following the successful completion and implementation of the first phase of the pay and benefits review. This has resulted in regionally benchmarked salary scales which position the council in the upper quartile for the public and not-for-profit sectors within the South-East (excluding London). The second phase of the pay and benefits review was implemented on 1 August 2025 which has resulted in the introduction of a regionally benchmarked salary scale for the council's apprentices, a standardised approach to standby and callout arrangements and payments, and increased business mileage rates.</li> <li>- A people (HR and OD) leading council improvement plan is in place setting out our key priorities for people management, this is being reviewed for the 2026/2027 year</li> <li>- Organisational development programme - three year culture change programme which has included the introduction and embedded across the employee lifecycle of a new set of organisational values and a review of the council's appraisal process</li> </ul>	<p>All the controls described above are in place and are continually reviewed and reported as required by the Human Resources and Organisational Development business unit. However, continued work and focus will be needed moving forward to ensure BDBC remains competitive.</p> <p>A review has been completed into the training and development provision for staff and managers/ leaders at the council. The implementation of the new offer is in progress with additional modules for managers and leaders and staff being introduced including sickness absence management and political awareness. A short development programme for team leaders and supervisors is being trialled in March 2026 and a provider is being sought to offer management apprenticeships at both level three and level five.</p> <p>The review of the council's appraisal process has concluded with a new process and system due to be introduced in April 2026 along</p>	<p><b>MEDIUM RISK</b></p> <p>Likelihood – Possible (3)</p> <p>Impact – Marginal (2)</p>	4-Mar-26

<sup>1</sup> [Vacancies and jobs in the UK - Office for National Statistics](#)

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	<p>has gained increasing publicity in the media both locally and nationally, may in future impact attraction and retention into the sector. However currently council turnover remains at a low level with a 6.29% total turnover rate between April and December 2025/26, 1.78% lower than for the same period in 2024/25.</p> <p>As an organisation we have continued to experience some recruitment challenges especially in specialist roles in areas such as property, legal, finance and planning policy which poses a risk to the council's future ambitions supported by these areas. The challenges within the labour market has, and may also continue to impact, the ability of external providers to fulfil contracts for the council.</p>			<ul style="list-style-type: none"> <li>- Framework for internal communications and staff engagement to ensure that staff feel informed, involved, valued and recognised</li> <li>- Learning and development opportunities for all levels of staff in a wide range of areas, including a refreshed corporate induction programme for new starters.</li> <li>- Increased focus on employability events within the local community including schools and colleges to promote the council as an employer of choice.</li> <li>- Commitment to supporting the health and wellbeing of our staff through a range of initiatives including in-house virtual training, focused events and provision of wellbeing support such as an Employee Assistance Programme (EAP) and counselling provisions.</li> <li>- Focused Equality, Diversity and Inclusivity (EDI) action plans.</li> <li>- A number of staff networks to provide a co-ordinated space for discussions to support specific under-represented groups, the networks are early careers, LGBTQIA+, Race Equality and Accessibility.</li> <li>- A wide range of flexible working opportunities which help staff achieve a better work-life balance whilst still delivering excellent services to residents.</li> <li>- Staff are being kept up to date with the local government reorganisation process through staff briefings and email communication as well as a</li> </ul>	<p>with training and guides to support successful implementation.</p> <p>The wider recruitment project is continuing with a current focus on finalising a recruitment toolkit for managers which will be launched alongside an updated recruitment and selection policy and an interview questions resource.</p> <p>A review of the council values is taking place in Q4 2025/2026 as they have been in place for a year. This will focus on how well they are embedded within teams and across the organisation.</p>		

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				dedicated devolution and local government reorganisation SharePoint page.			
RR2	<p><b><u>Major Strategic Partnerships, Relationships and Projects</u></b></p> <p>By its nature the council works with many external stakeholders who are vital to the success of its service delivery and whom the council is accountable to for performance. Failure of these relationships can be extremely detrimental to the council's ability to engage with key audiences, understand local priorities and deliver our major strategic projects.</p>	Chief Executive	Feb-26	<p>The following Controls are in place:</p> <ul style="list-style-type: none"> <li>- Highly skilled and experienced staff in place who are supported by appropriate external advisors.</li> <li>- Key projects have the appropriate buy-in across the organisation to maximise collective corporate input</li> <li>- Identified Portfolio Holder and senior officer leads</li> <li>- Procurement processes and contracts in place where relevant</li> <li>- SLT review of major project progress every 2 months</li> <li>- Performance and budget monitoring</li> <li>- Programme and project management governance is appropriate and resourced correctly supported by a Programme Management Office (PMO)</li> <li>- Regular engagement with partners and communities</li> <li>- Regular review and lessons learnt exercises</li> <li>- Grant agreements with funded organisations</li> <li>- Delivering commitments set out in corporate strategies and plans</li> <li>- Adhering to legislation, best practice and corporate guidance on consultation, engagement and partnerships</li> </ul>	<p>The above controls are in place and are monitored regularly.</p> <p>Reviews of strategic partnerships, projects and the Council's approach to them to identify and implement any opportunities for improvements and ensure they are effectively delivering the Council's priorities are underway and ongoing.</p>	<p><b>MEDIUM RISK</b></p> <p>Likelihood – Possible (3)</p> <p>Impact – Critical (3)</p>	4-Mar-26
RR3	<p><b><u>Information Management</u></b></p> <p>A great deal of personal data and other information including commercially sensitive information is required to be held and</p>	Head of Law and Governance and	Feb-26	<p>The following policies apply:</p> <ul style="list-style-type: none"> <li>- Data Protection</li> <li>- Data Protection Impact Assessments</li> <li>- Home and Remote Working</li> <li>- Information Management</li> </ul>	The latest audit of Information Management arrangements was undertaken in January 2025 and finalised in February 2025. This provided	<p><b>MEDIUM RISK</b></p> <p>Likelihood – Possible(3)</p>	4-Mar-26

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	<p>processed by the Council. Some of this data will be special category data with additional requirements for processing. This information may be subject to requests under the Freedom of Information Act or Environmental Information Regulations. Additionally, data subjects can request access to their personal data under article 15 UK GDPR. Personal data needs to be processed in accordance with the UK General Data Protection Regulations (UK GDPR) and Data Protection Act 2018. Information may not be appropriately processed due to :</p> <ul style="list-style-type: none"> <li>- Failure to adhere to policies and procedures</li> <li>- Failure to properly identify and appropriately manage data processing risk</li> <li>- Lack of clarity on the use of data</li> <li>- Human error</li> <li>- Failure in systems security or system security found wanting</li> <li>- Information retained for too long, not in accordance with retention requirements</li> <li>- Lack of staff training and awareness</li> <li>- Theft or loss of data, including through cyber attacks</li> </ul>	Monitoring Officer		<ul style="list-style-type: none"> <li>- Information Security</li> <li>- Security Incident and Personal Data Breach</li> <li>- Code of Conduct</li> <li>- CCTV</li> <li>- ICT</li> </ul> <p>All relevant policies have been reviewed and updated to ensure compliance with the UK GDPR.</p> <p>In addition to the strict policy position the following measures are in place;</p> <ul style="list-style-type: none"> <li>- Named Data Protection Officer and Senior Information Risk Owner (SIRO)</li> <li>- Mandatory, annual e-learning training for all staff, including temporary staff and contractors</li> <li>- Annual training for staff without access to the e-learning platform (for example the Operations Team)</li> <li>- A training session by the DPO for Members. A new e-learning module is in progress.</li> <li>- Guidance for all staff on Sinbad</li> <li>- Guidance for residents on the council's website</li> <li>- Freedom of Information Co-ordinators in each team and manager sign off on information provided</li> <li>- Information Governance Team that reports to the Legal Services Manager and Data Protection Officer</li> <li>- Revised guidance on when to undertake a Data Protection Impact Assessment to identify and manage data protection risks is being prepared which will be actively managed and monitored</li> <li>- Data processing clauses in contracts that are reviewed by Legal Services</li> </ul>	<p>reasonable assurance and had 9 recommendations to be implemented. There are currently 2 outstanding recommendations relating to updating information on Sinbad and developing a new e-learning module for Councillors.</p> <p>The most significant work still relates to ensuring that the retention and disposal policy is adhered to across all council teams in relation to both physical and electronic records.</p> <p>All service teams Leading Council Improvement Plans provide for ensuring the service is addressing this requirement. Compliance will be monitored by the Information Governance Steering Group.</p> <p>Since the last review of this risk there have still been no reportable data protection breaches since September 2024.</p>	Impact – Critical (3)	

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				<ul style="list-style-type: none"> <li>- Data processing and sharing agreements</li> <li>- Service Privacy statements complying with article13 UK GDPR providing required information where personal data is collected from a data subject</li> <li>- A documented retention and disposal policy which is actively managed and monitored to ensure compliance across the Council</li> <li>- Information Asset Owners identified</li> <li>- Information Governance Steering Group to ensure ongoing compliance with the GDPR. This group meets quarterly.</li> <li>- Reports to Audit and Accounts Committee on breaches which have been reported to the ICO</li> <li>- Six monthly reports to SLT on FOIs, data breaches, LGSCO and complaints, including matters arising from the Information Governance Steering Group</li> <li>- Specific controls around cyber security as in RR6</li> </ul>			
RR4	<p><b>Finance and Budgets</b></p> <p>There is a need to ensure that budgets are balanced and that the Council does not overspend/underspend. Ongoing savings and additional income need to be delivered over the MTFS period. Budgets are not balanced/savings are not delivered due to:</p> <ul style="list-style-type: none"> <li>- Budgets not accurate</li> <li>- Poor financial management of budgets</li> <li>- Financial monitoring not accurate</li> </ul>	Chief Finance Officer (Section 151 Officer)	Feb-26	<p>The following controls and mitigations are in place:</p> <ul style="list-style-type: none"> <li>- Annually updated Medium Term Financial Strategy budget forecast which is linked to council service planning and priorities</li> <li>- Clear budget/savings strategy and targets incorporated into Medium Term Financial Strategy</li> <li>- Corporate ownership and participation in developing and delivering the required savings strategy</li> </ul>	The updated 4-year MTFS and budget update for 2025/26 to 2028/29 was approved by Council on 26 February 2026. This set a balanced budget for the first three years of the MTFS period.	<p><b>MEDIUM RISK</b></p> <p>Likelihood – Possible (3)</p> <p>Impact – Critical (3)</p>	4-Mar-26

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	<ul style="list-style-type: none"> <li>- Human error</li> <li>- Unexpected external economic impacts</li> <li>- Lack of detailed and achievable plans to deliver savings</li> <li>- Unexpected reduction in government grant schemes</li> </ul>			<ul style="list-style-type: none"> <li>- Clear Member and officer understanding of the council's financial environment</li> <li>- Robust budget setting process linked to Priority Based Planning &amp; Budgeting</li> <li>- Effective and timely in year budget monitoring and forecasting with regular reporting</li> <li>- Specific savings delivery monitoring</li> <li>- Adequate specific risk reserves (rents, interest and business rates)</li> <li>- Maintaining an appropriate general fund balance</li> <li>- Scenario planning and contingency plans</li> <li>- Specific savings and income targets achievement monitoring by SLT</li> <li>- Robust and effective Financial Regulations and Procedures</li> <li>- Ensuring compliance with the CIPFA Financial Management Code</li> </ul>			
RR5	<p><b><u>Treasury Management</u></b> To support the on-going financial position of the Council significant funds are invested to provide returns for the Council. A funding gap could materialise due to:</p> <ul style="list-style-type: none"> <li>- A financial market crisis</li> <li>- Policies are not adhered to</li> <li>- Organisation becomes too risk adverse</li> <li>- Counter party default / significant decline in value of collective funds</li> <li>- Lower interest rate environment</li> <li>- Changes in accounting treatment of investment assets</li> </ul>	Chief Finance Officer (Section 151 Officer)	Feb-26	<p>The following controls are in place</p> <ul style="list-style-type: none"> <li>- Regularly updated Treasury Management Strategy</li> <li>- Regularly reviewed and updated Treasury Management Practice statements/processes</li> <li>- Counter party limits and diversification</li> <li>- Use of money market and external funds to further diversify investment</li> <li>- Treasury Management processes including monthly officer meetings with Section 151 Officer</li> <li>- External advice and information services utilised</li> <li>- Regular monitoring reports produced</li> <li>- Regular scrutiny of activity via Audit and Accounts Committee</li> </ul>	<p>Treasury Management Strategy is aligned with CIPFA Code and DLUHC Guidance for investing funds prudently and having regard to the security and liquidity of its investments before seeking the highest rate of return.</p> <p>Treasury Management Strategy for 2025/26 approved by Council – February 2025.</p> <p>On-going monitoring and review of treasury management strategy is undertaken through monthly</p>	<p><b>MEDIUM RISK</b></p> <p>Likelihood – Possible (3)</p> <p>Impact – Marginal (2)</p>	4-Mar-26

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	<ul style="list-style-type: none"> <li>- MiFID II categorisation resulting in inability to utilise certain investment instruments</li> <li>- IFRS9 changes potentially requiring valuation changes in fund values to impact on revenue account.</li> </ul>			<ul style="list-style-type: none"> <li>- Specific interest risk reserve</li> <li>- Credit risk is externalised to experts via use of external funds</li> <li>- Opting-up to professional status within MiFID II</li> <li>- An agreed government issued 5 year statutory over-ride to IFRS9 for pooled fund pre 1 April 2024</li> </ul>	Treasury Management Team meetings and reported for Scrutiny quarterly to Audit and Accounts Committee, including 6 monthly external funds performance update from the Councils Treasury Advisers.		
RR6	<p><b>Cyber</b> A variety of computer systems are used to process data at the council. The public has access to the website and payment systems. The computer systems are subject to daily cyber-attacks, these range from direct attacks (denial of service) to indirect attacks (phishing emails), MS Teams phishing, and phishing phone calls into IT service desks requesting changes of password to access systems). Human error is also a major issue with the potential to introduce malware or to contribute to data breaches as is using AI tools not covered by the AI Policy or ones which have not been approved as part of the AI Policy approval process.</p>	Director of Customers, Digital and Improvement	Feb-26	<p>The council continually monitors threats to its systems externally by way of an Intrusion Protection system (IPS). Internally the council uses Intrusion Detection Systems to monitor threats. The council also uses threat analysis to monitor behavioural activity on its network. These systems are updated by the provider regularly with the latest threat signatures. All PC's, Laptops and servers owned by the council are protected with antivirus software, with signatures updated regularly. Automated systems are in place to block accounts linked to "risky logins".</p> <p>Email is scanned by two solutions before landing in mailboxes. Firewalls are used to prevent unauthorised access to services and protect data. Extensive internal and external penetration tests are performed by a third-party security consultancy provider as part of councils PSN and PCI DSS compliance.</p> <p>All Council IT devices and software are comprehensively recorded on the ManageEngine platform which enables devices to be monitored throughout their life cycle. The asset database is regularly</p>	<p>Payment Card Industry Data Security Standard (PCI DSS v4.0.1) related compliance issues are being updated to comply with the latest version (V4.1), additional processes and responsibilities have been agreed and have been implemented resulting in compliance with PCI DSS v4.0.1 standard.</p> <p>Chip &amp; PIN card readers in reception have successfully been replaced to ensure that our card payment terminals support new PCI DSS standards.</p> <p>Public Services Network (PSN) compliance position remains the same, good progress has been made with compliance objectives, with only a handful to complete before submission.</p> <p>CTP (Cyber Treatment Plan) project has been completed. We will continue to test our</p>	<p><b>HIGH RISK</b></p> <p>Likelihood – High (5)</p> <p>Impact – Catastrophic (4)</p>	4-Mar-26

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				<p>reviewed to ensure accuracy is maintained.</p> <p>Servers and desktop equipment are regularly patched with security updates. New systems are tested for security vulnerabilities prior to being put live. Firewalls in place to protect against access to malicious websites.</p> <p>Mobile Device Management software is deployed to protect council information on mobile devices (corporate and personal). Malware protection is in place which provides endpoint protection to Malware infection via email and website.</p> <p>Council data is replicated and backed up to a secondary site daily. Email is hosted on cloud provider and replicated to third party security company to provide 'offline access'. DNS services have been migrated to cloud to provide extra assurance against DDoS attacks.</p> <p>The council carries out phishing exercises to monitor user behaviour and provides training to help improve staff awareness.</p> <p>IT staff are appropriately trained.</p> <p>The council is a member of the SEGWARP, and participate where appropriate and relevant (<a href="#">SEGWARP - South East Employers (seemp.co.uk)</a>)</p>	<p>resilience working with the BC &amp; EP Manager.</p> <p>All the legacy servers have now been either removed from the estate or brought back to supported version of operating system or other relevant measures such as using cloud services which extend the support contracts for 3 years.</p> <p>Mobile Antivirus protection has been implemented following the Digital Programme IT Security Review. This will be enforced on BDBC handsets with the change of our antivirus solution.</p> <p>New backup and recovery architecture has been implemented, new system enables us to 'air gap' i.e. isolate our backups from the rest of the infrastructure preventing hackers accessing them as a part of potential ransomware or other cyber-attack. Part of this work is to identify the datasets which will be stored in the cloud. Backups will also be immutable which means that no one can edit or delete them once uploaded to the backup storage service.</p>		

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				The council participates in the NCSC Mail check, protected DNS, Webcheck, CiSP, and Early Warning programmes.			
RR7	<p><b><u>Business Continuity</u></b></p> <p>Whilst business continuity arrangements have been developed to support the Council respond to an incident, a major incident may directly or indirectly affect the Council's ability to deliver services.</p> <p>There are a range of potential incidents which could occur which would necessitate the enacting of Business Continuity Plans either within individuals services or across the organisation.</p>	Director of Customers, Digital and Improvement	Feb-26	<p>The following controls are in place:</p> <ul style="list-style-type: none"> <li>- Annually reviewed Business Continuity Policy, Crisis Management Plan and Critical Service Delivery Plans (CSDPs)</li> <li>- The Business Continuity Steering Group having oversight,</li> <li>- Business Continuity Officer post established,</li> <li>- Establishment of Business Impact Assessments (&amp; subsequent annual reviews)</li> <li>- Testing of business continuity plans based on priority</li> <li>- Improved reporting of business continuity incidents</li> <li>- Post Incident Reviews &amp; learning actions identified</li> <li>- Project &amp; Change Management business continuity controls are in place</li> <li>- Procurement measures enhanced to include business continuity due diligence question set for all critical suppliers including identification of internal and external exit plans</li> <li>- Annual business continuity training &amp; awareness is carried out,</li> <li>- Roles and responsibilities are known and exercised at gold, silver and bronze level annually.</li> </ul>	<p>A Business Continuity &amp; Resilience Manager has been recruited into a permanent position.</p> <p>All Business Impact Assessments (BIA) within scope are in place and reviewed annually or where there is a change to the business area.</p> <p>The Business Continuity Steering Group considers the analysis of the (BIA) results through a gap analysis report, which identifies resilience measures, progress against actions is formally reported into BCSG, with prioritisation agreed.</p> <p>An approved Business Continuity Policy is in place and reviewed annually including a Crisis Management Plan and a BC Procedure. A copy of the BC Policy and BIA's, including details of BC Co-Ordinator's for each service area is held on the Business Continuity webpage. The staff intranet page has been updated; the last staff BC awareness session took place</p>	<p><b>MEDIUM RISK</b></p> <p>Likelihood – Possible (3)</p> <p>Impact – Critical (3)</p>	4-Mar-26

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					<p>in May. A new internal Business Continuity awareness training session for staff on skill gate is being progressed.</p> <p>Each Critical Service Area has a Service Recovery Plan detailing recovery strategy for loss of staff, loss of IT/Data, &amp; building they are currently under review to capture access to data in a cyber incident. The plans have been tested in awareness sessions and during the testing and exercising, where improvements to the plans have been identified they are updated. Participants in the testing include the Team Leaders, Senior Managers and Deputies.</p> <p>Post Incident Reviews are routinely taking place with key learning actions identified. Business Continuity Incident logging and actions are formally reported into the BCSG. Actions are monitored until closure.</p> <p>Testing and exercising of plans are now established, a testing and exercising strategy is in place 4 tests were carried out during 2025, these</p>		

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					<p>included a cyber ransomware test, Temporary loss of HSBC online banking, during a pandemic, National loss of Power in Basingstoke and Loss of Waste Management Fleet (Serco). The exercise and Testing strategy for 2026 has also been approved by BCSG for another 4 tests this year, which will include joint testing going forward with the supply chain.</p> <p>Business Continuity requirements are captured into the program management VERTO tool. Business Continuity risks for program change and controls are captured where required resilience recovery plans are put into place. Following the change BC documents are updated. These will be embedded more fully as we progress into 2026.</p> <p>Business Continuity due diligence requirements for the IT Supply Chain have been implemented into the procurement process this will enable enhanced visibility of the resilience of the supply chain and increased understanding of who may have access to our data including whether any part of</p>		

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					<p>the supplied service is outsourced to a 4th or 5th party.</p> <p>2026 priorities will be to review the incident management framework and carry out awareness training on roles and responsibilities at operational, tactical, and strategic level.</p> <p>Work to enhance BC arrangements in vendor management, including exit plans and identifying substitutability for our material supply chain partners, work will be carried out jointly with Vendor Manager.</p> <p>Testing of our internal cyber response plan.</p>		
RR8	<p><b>Fraud</b> Failure to deter, address or identify fraud and other related activities.</p> <p>Fraudulent activity is not identified due to:</p> <ul style="list-style-type: none"> <li>- Changing structures/resources</li> <li>- Opportunity created due to financial pressures or process changes</li> <li>- Council is reactive to fraud</li> </ul>	Head of Law and Governance and Monitoring Officer	Feb-26	<p>The following is in place that aids the effectiveness of the fraud service:</p> <ul style="list-style-type: none"> <li>- Anti-Fraud and Corruption Strategy</li> <li>- Anti-Fraud and Corruption Policy</li> <li>- Whistleblowing Policy</li> <li>- Anti-Money Laundering Policy</li> <li>- Anti-Bribery Policy</li> <li>- Sanction Policy</li> <li>- Fraud publicity on the council website and social media</li> <li>- Dedicated Anti-fraud and Corruption page on SharePoint</li> <li>- Fraud investigators dedicated email address and hotline</li> <li>- Relationships with external bodies</li> <li>- Dedicated highly skilled fraud staff</li> </ul>	<p>Fraud action plan in place.</p> <p>Housing Benefit fraud investigations now carried out by Department of Works and Pensions (DWP) but a data sharing agreement is in place to assist the DWP with their investigations.</p> <p>Joint working capabilities now in place with the Department for Work and Pensions</p> <p>Protecting the Public Purse bi-annual report presented to Audit &amp; Accounts Committee –</p>	<p><b>MEDIUM RISK</b></p> <p>Likelihood – Possible (3)</p> <p>Impact – Marginal (2)</p>	4-Mar-26

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				<ul style="list-style-type: none"> <li>- Highly skilled internal audit team in place who test the council's control environment and recommend improvements to deter fraud</li> <li>- Adoption of the Fighting Fraud and Corruption Locally initiative.</li> <li>- Participate in the National Fraud Initiative and other data matching exercises</li> <li>- Continuous programme for raising awareness of fraud (incl. Fraud Awareness Week, Mandatory E-learning module, Various targeted team sessions and catch up email articles)</li> <li>- Reports to Audit and Accounts Committee</li> <li>- Chair Hampshire Fraud Group and regional contact for the Fighting Fraud &amp; Corruption Locally Board (FFCL)</li> <li>- Member of Public Sector Fraud Authority Community of Practice</li> <li>- Member of National Anti-Fraud Network (NAFN)</li> </ul>	<p>23 June 2025 and 24 November 2025</p> <p>Re-active fraud caseload</p> <p>Targeted fraud awareness team sessions</p> <p>Internal audit review of the fraud corporate risk carried out December 2024 provided a 'full assurance' opinion.</p> <p>Two Staff Briefing sessions carried out during International Fraud Awareness week (November 2025)</p>		
RR9	<p><b>Climate Emergency</b> Our changing climate is a significant threat to us all and we need to take urgent action to respond, in order to stop harming the planet and prepare for future changes. This is an international emergency that also has direct and local impacts. Whilst the borough has significant green and open space, a high quality built environment and has taken a number of positive steps to date, there is no room for complacency and emissions from</p>	Deputy Chief Executive	Feb-26	<p>The following controls are in place to mitigate this risk:</p> <ul style="list-style-type: none"> <li>- Councillors have agreed a motion to declare a climate emergency</li> <li>- Climate Change and Air Quality Strategy and Action Plan adopted in 2021 and updated in 2025. This sets out a series of actions to assist in meeting our emergency declaration targets. This includes actions around leading, enabling and inspiring. Progress against the action is reported to the Environment and Infrastructure committee twice per year to enable scrutiny of plans and progress. One of</li> </ul>	<p>Declaration of the Climate Emergency has led to co-ordination of focus and initial actions and the development of the Climate Change and Air Quality Strategy. An updated version was adopted in Dec 2025, evolving on the previous approach and setting out more detail on a route map for the borough to reach net zero by 2045.</p> <p>Controls above are in place, with a number of on-going</p>	<p><b>MEDIUM RISK</b></p> <p>Likelihood – Possible (3)</p> <p>Impact – Critical (3)</p>	4-Mar-26

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	<p>borough council activities and more widely in the borough are high. The council declared a Climate Emergency in 2019 and made a number of commitments as a result, including:</p> <ul style="list-style-type: none"> <li>- To make council operations carbon neutral by December 2025 (including ensuring 100% of heating and electrical needs are met from renewable sources and cease the purchase/lease of any vehicle that is not low carbon)</li> <li>- To work towards making Basingstoke and Deane net zero carbon by 2030.</li> </ul> <p>Since that time, more technical work has been undertaken with the Carbon Trust and with key stakeholders, such that an updated target date of 2045 has now been agreed for the borough and is set out in an updated Climate Change and Air Quality Strategy that was adopted in December 2025.</p> <p>Effective action to tackle climate change by reducing carbon emissions and adapt to the changes/impacts due as a result of climate change, both as a council and more widely in the borough, will require radical change. It will require political agreement, to allow and support action; it will require financial and time resource; it will require effective co-ordination</p>			<p>these will be a full annual review of the action plan and update on numerical progress, with an additional update at a six month interval. Key indicators around emissions are also reported to the Resources Committee on an annual basis.</p> <ul style="list-style-type: none"> <li>- The Environment and Infrastructure Committee formed a cross party task and finish group, which supported the review of the borough wide target. To support their work they received presentations from a range of experts in the field, including local stakeholders. Alongside the findings of the Carbon Trust work, this allowed members to have enough information to consider and suggest a reviewed target date.</li> <li>- A new 'net zero steering committee' has been established following the strategy update, bringing together key strategic organisations in the borough to seek opportunities to collaborate on projects that mutually support achieving net zero. This includes representatives from the housing associations, HCC and business community. The group has met twice since Sep 2025 and aims to meet quarterly</li> <li>- Embedding effective project management into the delivery of the Climate Emergency action plan</li> <li>- New Climate Change and Sustainability team was established in 2022 and additional resource in the form of the Green Team was established in the 2023.</li> </ul>	<p>activities, including the Action Plan associated with the adopted strategy and an action tracker to support the work of the Officer Delivery Group.</p> <p>The council's carbon footprint for 2025 is currently being finalised and expected in early Summer. This will confirm whether the council has achieved the target to be carbon neutral by 2025.</p> <p>An update was provided to the Environment and Infrastructure Committee in late 2024 and consideration was given to the updated draft strategy by that committee in June 2025 ahead of consultation.</p>		

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	<p>between council areas and more widely, across the borough and with other decision-makers (such as county council and national government); it will require technological innovation, such as low carbon vehicle alternatives; and it will require action to be taken by local businesses and residents.</p>			<ul style="list-style-type: none"> <li>- A cross department Officer Delivery Group is in place and meeting regularly (around every quarter)</li> <li>- An 'action tracker' to monitor work of the Officer Delivery Group to ensure that progress is made, and follow ups are undertaken with the relevant Head of Service and Cabinet member where required</li> <li>- A briefing of the Cabinet member takes place every two weeks and includes officers from the comms team. A separate briefing takes place with the Cabinet member in respect of the Ecological Emergency every two weeks. Both sessions are attended by the Head of Climate Change and Sustainability to ensure that progress is made, and for consistency between these related work areas.</li> <li>- Updates are provided to Cabinet as required.</li> <li>- Liaison with and assistance to local groups and Parish Councils to develop their own actions to tackle climate change at grass roots level which includes a toolkit for residents and groups and the co-ordination of the 'Basingstoke Areas Sustainability (BAS) group/network</li> <li>- Climate change section added to the council's decision making report template and service planning</li> <li>- A group of enthusiastic Environment Champions who represent most teams on a voluntary basis is in place and provides a helpful way of exploring new ideas, embedding messages and sharing best practice</li> </ul>			

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				<ul style="list-style-type: none"> <li>- Climate Change mandatory E-Learning module for staff and available to all Councillors which is regularly reviewed and updated as well as additional training provided to Councillors (October 2024).</li> <li>- More detailed 'Climate Fresk' is being offered to key officers linked to carbon reduction and energy saving. Almost 100 staff had participated as of February 2026.</li> <li>- Engagement with key partners such as Greener Basingstoke to both scrutinise and support development of council policy in tackling the Climate Emergency</li> <li>- Regular liaison takes place between key officers linked to Climate Change, such as planning, property, housing, economic development and the natural environment to ensure alignment between projects and in service planning. Officers from these and other teams are involved in the Officer Delivery Group and have been engaged in the review of the adopted strategy.</li> <li>- Dedicated resource in the Communications Team to support the work area and effect behaviour change.</li> <li>- Emergency / contingency plans are in place in respect of climate change to consider and set out actions to be taken in the event of incidents such as flooding or fires.</li> <li>- The Borough Council proactively lobbies for change at a national level to support activities to reduce carbon</li> </ul>			

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				emissions and mitigate against climate change, albeit the influence of the Council is relatively limited			
RR10	<p><b>Emergency Planning</b></p> <p>The council has specific duties under the Civil Contingencies Act 2004 which includes the need to assess the risk of, plan for, respond to and recover from emergencies as well as undertaking business continuity management.</p>	Chief Executive	Feb-26	<p>The following controls and mitigations are in place:</p> <ul style="list-style-type: none"> <li>- BDBC Emergency Response Plan updated annually</li> <li>- An ongoing collaborative agreement with Hampshire County Council's for the provision of Civil Protection Arrangements Across Hampshire, to ensure appropriate arrangements are in place to meet the requirements under the Civil Contingencies Act 2004 (as amended).</li> <li>- Membership of the Hampshire and Isle of Wight Local Resilience Forum, which ensures appropriate risk assessment and plans and frameworks are in place to respond to emergencies and provide coordination in multi-agency response and recovery.</li> <li>- Business continuity arrangements in place.</li> <li>- Strategic lead at SLT level.</li> <li>- Strategic Emergency Management Team arrangements.</li> <li>- Appropriate training provided to staff in emergency planning and management.</li> <li>- Mutual aid arrangements Memorandum of Understanding signed by all Hampshire and Isle of Wight Local Authorities.</li> <li>- Annual exercise carried out and post-incident/exercise debrief conducted to identify lessons learnt and make improvements to our response.</li> </ul>	<p>The council was in a response phase of the Covid pandemic for a significant period. Throughout that period the council responded in a timely and effective manner to changes to national guidance, supported with the setting up of vaccination and testing centres and arrangements, a temporary mortuary, the provision of grant funding to businesses and advice and support to businesses and communities. Working effectively with other agencies through the LRF Gold and Silver command structures and Media Cell to coordinate the response. A review was undertaken to capture lessons learnt and a post incident review.</p> <p>We have also responded effectively to the severe weather events caused by storms Dudley, Eunice and Franklin in February 2022.</p> <p>The council's effective response to these emergencies demonstrate that robust arrangements are in place.</p>	<p><b>MEDIUM RISK</b></p> <p>Likelihood – Possible (3)</p> <p>Impact – Critical (3)</p>	4-Mar-26

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RR11	<p><b><u>Provision of Waste and Recycling Services</u></b>                      Failure in provision of statutory waste, recycling and non-statutory ancillary services or in the creation and mobilisation of the new statutory weekly food waste service and subsequent mobilisation of simpler recycling collection model.</p> <p>Failure to deliver some of these services would result in failed compliance with our statutory duty as a Waste Collection Authority.</p>	Director of Residents Services	Feb-26	<p>- Training for elected members</p> <p>All service elements are covered by a contractual arrangement.</p> <p>- Contracts are managed through agreed governance arrangements and are subject to formal contract controls which include mechanisms such as – a defined specification; KPI and default regime monitored within schedule reporting; operational and management performance meetings; quarterly and six-monthly governance boards. Contracts include business continuity plans covering all waste streams and subject to ongoing review and approval with the client team.</p>	<p>Contracts are managed through agreed governance arrangements and are subject to formal contract controls which include mechanisms such as – a defined specification; KPI and default regime monitored within schedule reporting; operational and management performance meetings; quarterly and six-monthly governance boards. Contracts include business continuity plans provided by contractors and subject to ongoing review and approval with the client teams.</p> <p>The creation of and mobilisation of the new weekly food waste service was successfully deployed in Oct 2025 and the move to Simpler Recycling collections will be managed via the corporate PMO and reported through key projects at SLT. Formal contract management controls are in place for this service change, but some elements of the project are outside of the council's control. The highest risk to the project is the acquisition of appropriate vehicles to mobilise services, the supply chain for which is highly competitive because of the govt. mandated</p>	<p><b>HIGH RISK</b></p> <p>Likelihood – Very High (6)</p> <p>Impact – Marginal (2)</p>	4-Mar-26

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					<p>mobilization dates. The council has attempted to mitigate this risk by securing 'build slots' with the vehicle manufacture ensuring our fleet requirements are planned for.</p> <p>The Environment Act 2021 will require the waste disposal authority to make fundamental changes to its disposal infrastructure, which in turn effects the fleet model used on contract. As the infrastructure model (and therefore service configuration) is yet to be determined officers continue to work with HCC and Project Integra to mitigate risk and prepare for future MRF changes.</p>		
RR12	<p><u>Local Government Reorganisation</u></p> <p>The English Devolution White Paper set out the government's intention to restructure all two-tier areas. The government intends to replace the current 15 councils in Hampshire and the Solent, including our council, with new larger unitary councils of circa 500,000 population who would provide all services in each area. Each of the councils has been asked to submit a single preferred proposal to government by the 26th September 2025 for new unitary councils that would take</p>	Chief Executive	Feb-26	<p>The following controls and mitigations are in place:</p> <ul style="list-style-type: none"> <li>- Evidence led process to assess the options and develop a detailed business case for submission to government for the option that best meets the government's criteria.</li> <li>- 11 out of 15 Councils in Hampshire and the Solent part of the joint proposal to government</li> <li>- Regular meetings and liaison with MHCLG and ensuring the proposal is fully in line with guidance</li> <li>- Comprehensive programme of public, business and partner engagement</li> </ul>	<p>Currently the programme of work is going very well and we are on track to submit a joint detailed proposal from the 12 councils to the government that best meets the government criteria and would best serve our communities into the future.</p>	<p><b>MEDIUM RISK</b></p> <p>Likelihood – Possible (3)</p> <p>Impact – Critical (3)</p>	4-Mar-26

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	<p>over from the existing councils in April 2028.</p> <p>In February the Council commissioned KPMG on behalf of the other 14 councils, and the Council has been managing a joint process with them to assess the options and develop an interim plan to submit to government in March and then a final proposal by the 26<sup>th</sup> September.</p> <p>As part of this, the Council led a process with the other 14 councils and KPMG to carry out a detailed assessment of the options for unitary councils against the government criteria and the agreed guiding principles through an evidence driven process involving 44 metrics utilising a large amount of economic, community, service and financial data. This process assessed 8 options in depth for between 2 and 5 unitary councils to replace the existing councils. That process was completed in May 2025 and the assessment showed that 4 unitary councils for mainland Hampshire would best meet the government criteria and the guiding principles. Following this, Hampshire County Council, East Hampshire District Council and Gosport Borough Council decided they were leaving</p>			<ul style="list-style-type: none"> <li>- Regular programme of communication with key stakeholders including MPs, the public and other stakeholders.</li> <li>- Key officers and advisers have the right skills and direct experience of local government reorganization elsewhere</li> <li>- Comprehensive governance structure and programme management with risks assessed and managed weekly.</li> <li>- Submitting a comprehensive response to formal government consultation on the proposals they receive.</li> </ul>			

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	<p>the joint process as they were unhappy with the outcome.</p> <p>The remaining 12 councils agreed to work up into full business cases/ proposals three variations of 4 new unitary councils for mainland Hampshire with the Isle of Wight remaining separate as an independent island unitary council. They are all based on having a unitary council focused on each of the four major urban economies and population centres of Southampton, Portsmouth, Winchester and Basingstoke and their surrounding areas.</p> <p>All the variations include a northern Hampshire unitary council encompassing the existing boroughs and districts of Basingstoke and Deane, Hart and Rushmoor. They also all include the Isle of Wight remaining separate as an island unitary authority. Two of the variations are based on amalgamating existing council areas whilst the third includes some potential boundary changes but they would not affect the new northern Hampshire council.</p> <p>These four new unitary councils, covering a population of 2 million people in mainland Hampshire, provide the scale the government is seeking whilst still being connected</p>						

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	<p>to the communities they serve. They will provide significant opportunities for improving services and outcomes and realising efficiencies.</p> <p>The Council worked with KPMG and the other 11 councils to develop a full business case including proposed service design, democratic arrangements, financial case and community engagement arrangements in line with government guidance. It was submitted to government in September 2025 by the council and 10 other councils including the existing unitaries of Portsmouth and Southampton. In December and January 2026, the government consulted on these proposals as we all as an alternative proposal from Hampshire County Council and East Hampshire District Council. We expect the government to make a final decision on which proposal to implement in March 2026. Alongside this the Council has been working with the other councils on preparation and implementation planning.</p> <p>The Council is managing the overall LGR process through a detailed governance structure overseen by a Leaders Groups and a CEO Group, which the council chairs, from the 13 Councils as well as regular liaison with Hampshire County Council and East Hampshire District</p>						

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	<p>Council. There is a risk register for the work, maintained by KPMG on behalf of the Councils, which is reviewed and updated weekly in liaison with the Council's CEO and Deputy CEO. The Council is managing the contract with KPMG on behalf of the other councils.</p> <p>The key strategic risk for this stage of the work is that the government does not approve the joint proposal for the 11 councils and instead approves the competing proposal from Hampshire County Council and East Hampshire District Council which would not best meet the criteria or best serve our communities. Controls to mitigate this risk are set out below.</p> <p>The Council expects the government to carry out public consultation on each of the proposals they receive. It is envisaged this will happen in autumn 2026 and they will then make a final decision on which proposal they wish to implement by early 2026. Structural change orders, the legal process for abolishing councils and creating new ones, would likely then go before parliament in the autumn 2026</p>						