

## AUDIT COMMITTEE – 25<sup>TH</sup> APRIL 2023

### Report of the Head of Transformation, Strategy and Performance

#### Part A

#### RISK MANAGEMENT (STRATEGIC RISK REGISTER) UPDATE

##### Purpose of Report

The purpose of this report is to provide the Committee with details of the Strategic Risk Register produced for the period to 2022/23.

##### Recommendation

The Committee notes the report.

##### Reason

To ensure the Committee is kept informed of progress against the Strategic Risks. Noting that should they occur they would cause the Council to be unable to operate and/or provide key services leading to a significant effect on public wellbeing.

##### Policy Justification and Previous Decisions

The Strategic Risk Register was approved by Cabinet on the 9th March 2023.

Cabinet resolved that the Audit Committee monitor progress against those risks on the register by receiving and considering reports on a quarterly basis.

##### Implementation Timetable including Future Decisions

Reports will continue to be submitted to the Committee on a quarterly basis.

##### Report Implications

The following implications have been identified for this report.

##### *Financial Implications*

None

##### *Risk Management*

There are no specific risks associated with this decision.

Background Papers: Cabinet Report 9<sup>th</sup> March 2023 – Item 12

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## Part B

### Background

1. In accordance with the work programme the Committee receives quarterly monitoring reports regarding the Council's risk management arrangements. The reports provide a detailed commentary against the risks included in the Strategic Risk Register and identify any changes to the risk rating and any updated treatments and controls.

### Development of the Strategic Risk Register

2. In reading the risk registers attached in the appendices, it is important to understand that the 'Overall Score' shown in the first risk matrix is the risk that the Council would bear if **no** actions were taken to mitigate the risk – the inherent risk. In the vast majority of cases the Council is able to operate risk mitigation processes which result in the lower 'Net Risk Score' shown in the second risk matrix it is this latter score which represents the current assessment of strategic risks faced by the Council, this is the residual risk.
3. The register continues to be monitored and reviewed by the Senior and Corporate Leadership Teams at the quarterly Risk Management Group (RMG) meetings, and is updated as required. The most recent meeting of the RMG was 15<sup>th</sup> March 2023.
4. In addition the 2023/24 Strategic Risk Register was approved by Cabinet on the 9<sup>th</sup> March 2023 – item 12 refers.
5. The notable changes made to the Strategic Risk Register for 2023 are outlined on the table below;

| Risk |                     | Section                                | Details  |
|------|---------------------|--|--|
| SR1  | Business Continuity | Current Treatments and Controls        | Joining Leicestershire Districts in recruiting a shared Countywide Business Continuity Officer         |
| SR2  | Civil Contingencies | Planned Future Actions                 | Engage with National 'Mighty Oak' planning event regarding power outage                                |
| SR3  | Financial Resources | Current Treatments and Controls        | Establishment of Structural Deficit Group<br><br>Review the financial risks to third party contractors |
|      |                     | Planned Future Treatments and Controls | <b>Completed Action</b><br>Further exploration of commercial opportunities                             |
| SR4  | Staffing            | Planned Future Actions                 | Target date changed from December 2022 to September 2023   |

| Risk |                  | Section                         | Details   |
|------|------------------|---------------------------------|---|
| SR5  | Governance       | Planned Future Actions          | Target date changed from October 2022 to April 2023   |
| SR6  | Partnerships     | Planned Future Actions          | <b>Completed Action</b><br>Develop a LLR Chief Executive's Group  |
| SR7  | Data Security    | Current Treatments and Controls | ICS Manager has undertaken a qualification regarding cyber security   |
| SR10 | External Factors | Planned Future Actions          | Implementing the requirements of the Elections Act (including Voter ID)   |
| SR11 | Housing Demand   | Current Treatments and Controls | <p>Action plan in place to support faster re-let of HRA property</p> <p>Work with local advice and support agencies to prevent / reduce homelessness</p> <p>Review of low demand (sheltered and non-sheltered) HRA properties to ensure the best use of stock</p> <p>Develop an action plan to support faster void turnaround / faster letting of HRA properties (temporary and long term placements)</p> <p>Review of Housing Needs team staffing resources and service procedures to increase resilience and efficiency</p> |
|      |                  | Planned Future Actions          | Review of Homelessness and Rough Sleeping Reduction Strategy  |

5. Attached at **Appendix A** is the updated Strategic Risk Register for 2023/24 showing highlighted areas where the above changes are made.

## Appendices

Appendix A - Strategic Risk Register 2023/24 – Version 1

# Strategic Risk Register

## OVERVIEW

| RISK |  | OWNER   | INHERENT RISK |        |       | RESIDUAL RISK |        |       |
|------|--|---|---------------|--------|-------|---------------|--------|-------|
|      |  |   | Likelihood    | Impact | Total | Likelihood    | Impact | Total |
| SR1  | Risk that there is a lack of adequate business continuity and recovery arrangements, leading to major internal and/or external disruption to services in the event of an incident (i.e. major ICT fail, fire etc), resulting in injury and/or loss of life and/or reputation | Director of Finance, Governance and Contracts | 3             | 4      | 12    | 3             | 3      | 9     |
| SR2  | Risk that there is a lack of robust civil contingency arrangements established leading to a failure to respond appropriately to a major incident (e.g. flooding, terrorism etc) resulting in injury and/or loss of life  | Chief Executive                               | 4             | 4      | 16    | 3             | 3      | 9     |
| SR3  | Risk that there is a lack of external funding and/or income generated leading to a reduction in the financial resources available for service provision and/or to fund corporate objectives resulting in not being able to delivery services or being financially solvent    | Director of Finance, Governance and Contracts | 3             | 3      | 9     | 2             | 3      | 6     |
| SR4  | Risk that the Council does not attract suitable or capable staff or resources or there is a high sickness level or there are capacity issues from contractors and suppliers leading to a high number of vacancies or staff available resulting in poor service provision     | Chief Executive                               | 3             | 3      | 9     | 3             | 2      | 6     |
| SR5  | Risk that the Council does not follow its own governance procedures leading to failure to deliver services and/or value for money and/or it can be challenged through a legal  | Chief Executive                               | 2             | 3      | 6     | 2             | 2      | 4     |

# Strategic Risk Register

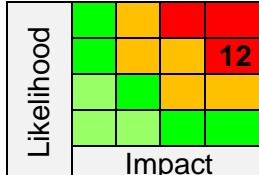
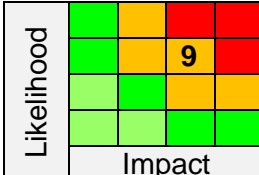
| RISK |   | OWNER   | INHERENT RISK |        |       | RESIDUAL RISK |        |       |
|------|---|---|---------------|--------|-------|---------------|--------|-------|
|      |   |   | Likelihood    | Impact | Total | Likelihood    | Impact | Total |
|      | process leading to service delivery issues and/or reputation damage and/or criminal charges   |   |               |        |       |               |        |       |
| SR6  | Risk that partnerships with key stakeholders are not developed or maintained leading to a failure to deliver shared outcomes and a lack of delivery to the public resulting in service delivery issues and/or reputational damage                 | Chief Executive                               | 2             | 2      | 4     | 1             | 2      | 2     |
| SR7  | Risk that adequate data sharing and data security arrangements are not implemented leading to an increase in cyber-attacks resulting in service disruption or data loss or damage   | Director of Finance, Governance and Contracts | 3             | 3      | 9     | 2             | 3      | 6     |
| SR8  | Risk that the Council does not establish effective strategic communication arrangements leading in the public not being informed about Council activity resulting in reputational damage  | Chief Executive                               | 3             | 3      | 9     | 2             | 3      | 6     |
| SR9  | Risk that the Council does not lead by example and manage the ongoing impact of climate change leading to a lower than anticipated reduction in carbon output   | Chief Executive                               | 2             | 3      | 6     | 2             | 2      | 4     |
| SR10 | Risk that new legislation or external factors cause negative financial or reputational impact on the Council leading to a reduction in service provision (i.e., Environment Bill) resulting in service delivery issues and/or reputational damage | Chief Executive                               | 3             | 4      | 12    | 3             | 3      | 9     |
| SR11 | Risk that there is an inability to meet increased housing demand arising from inflationary pressures, and asylum and  | Chief Executive                               | 3             | 4      | 12    | 3             | 3      | 9     |

# Strategic Risk Register

| RISK |   | OWNER | INHERENT RISK |        |       | RESIDUAL RISK |        |       |
|------|---|-------|---------------|--------|-------|---------------|--------|-------|
|      |   |       | Likelihood    | Impact | Total | Likelihood    | Impact | Total |
|      | refugee dispersal, in the context of constrained supply of public and private rented sector housing resources, leading to increased homelessness and associated costs, services unable to meet demand, and consequential reputational damage. |       |               |        |       |               |        |       |



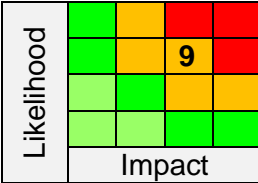
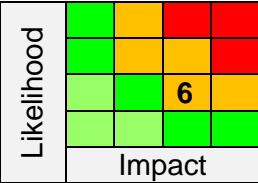
# Strategic Risk Register

| Risk Code and Title  | Primary Risk Type   | Potential Consequences   | Inherent Risk Matrix  | Residual (Current) Risk Matrix  | Direction of Travel              |
|--|---|--|---|---|----------------------------------|
| <b>SR1-Business Continuity</b><br>Risk that there is a lack of adequate business continuity and recovery arrangements, leading to major internal and/or external disruption to services in the event of an incident (i.e. major ICT fail, fire etc), resulting in injury and/or loss of life and/or reputation | Strategic   | <ul style="list-style-type: none"> <li>• Inability to deliver key/critical services e.g.benefits, refuse collection, homelessness applications, emergency repairs.</li> <li>• Reduction in access channels available to residents / customers i.e. contact centre, customer services, telephony</li> </ul> |  |  | Remains the same                 |
| <b>Current Treatments and Controls</b>   | <ul style="list-style-type: none"> <li>• Business Continuity Planning</li> <li>• IT Disaster Recovery Plan</li> <li>• Website hosted externally</li> <li>• Off-site data back-up arrangements</li> <li>• Stand-by generator for ICS building and back up power for the Southfields site</li> <li>• Cloud based telephony infrastructure</li> <li>• Contingency planning for failure of major contractor</li> <li>• <b>Joining Leicestershire Districts in recruiting a shared Countywide Business Continuity Officer</b></li> </ul> |  |   |   |                                  |
| <b>Risk Owner</b>  | Director of Finance, Governance and Contracts   |  |   |   |                                  |
| <b>Planned Future Actions and Responsible Officer(s).</b>  | <u>Description:</u><br>Op Lemur (power outage) session at CLT in early 2023   |  | <u>Responsible Officer:</u><br>Head of Governance and HR                            |   | <u>Target Date:</u><br>Completed |
|  | Link to work regarding concurrent incidents<br>Update Business Continuity Plans   |  |   |   | Ongoing                          |
|  | Link to workforce mental health   |  | Head of Transformation, Strategy and Performance                                    |   | Ongoing                          |

# Strategic Risk Register

| Risk Code and Title   | Primary Risk Type   | Potential Consequences   | Inherent Risk Matrix   | Residual (Current) Risk Matrix | Direction of Travel               |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |  |            |      |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |                  |
|---|---|--|--|--------------------------------|-----------------------------------|--------|-----|----------|------|------|--------|-----|--------|--------|--------|--------|-----|-----|-----|-----|--|--|--|--|--------|--|------------|------|--------|-----|----------|------|------|--------|-----|--------|--------|--------|--------|-----|-----|-----|-----|--|--|--|--|--------|------------------|
| <b>SR2-Civil Contingencies</b><br>Risk that there is a lack of robust civil contingency arrangements established leading to a failure to respond appropriately to a major incident (e.g. flooding, terrorism etc) resulting in injury and/or loss of life | Strategic   | <ul style="list-style-type: none"> <li>• Inability to respond to affected peoples' basic needs (food, shelter etc)</li> <li>• Adverse effect on the local economy</li> <li>• Major reputational damage and loss of public confidence</li> <li>• Extending the recovery phase longer than necessary</li> <li>• Dealing with the COVID pandemic will have a negative effect on the management of concurrent incidents</li> </ul> | <table border="1"> <tr> <td rowspan="4">Likelihood</td> <td>High</td> <td>Medium</td> <td>Low</td> <td>Very Low</td> </tr> <tr> <td>High</td> <td>High</td> <td>Medium</td> <td>Low</td> </tr> <tr> <td>Medium</td> <td>Medium</td> <td>Medium</td> <td>Medium</td> </tr> <tr> <td>Low</td> <td>Low</td> <td>Low</td> <td>Low</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td>Impact</td> </tr> </table> | Likelihood                     | High                              | Medium | Low | Very Low | High | High | Medium | Low | Medium | Medium | Medium | Medium | Low | Low | Low | Low |  |  |  |  | Impact | <table border="1"> <tr> <td rowspan="4">Likelihood</td> <td>High</td> <td>Medium</td> <td>Low</td> <td>Very Low</td> </tr> <tr> <td>High</td> <td>High</td> <td>Medium</td> <td>Low</td> </tr> <tr> <td>Medium</td> <td>Medium</td> <td>Medium</td> <td>Medium</td> </tr> <tr> <td>Low</td> <td>Low</td> <td>Low</td> <td>Low</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td>Impact</td> </tr> </table> | Likelihood | High | Medium | Low | Very Low | High | High | Medium | Low | Medium | Medium | Medium | Medium | Low | Low | Low | Low |  |  |  |  | Impact | Remains the same |
| Likelihood  | High  | Medium   | Low  |                                | Very Low                          |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |  |            |      |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |                  |
|   | High  | High   | Medium   |                                | Low                               |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |  |            |      |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |                  |
|   | Medium  | Medium   | Medium   |                                | Medium                            |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |  |            |      |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |                  |
|   | Low   | Low  | Low  | Low                            |                                   |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |  |            |      |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |                  |
|   |   |  |  | Impact                         |                                   |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |  |            |      |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |                  |
| Likelihood  | High  | Medium   | Low  | Very Low                       |                                   |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |  |            |      |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |                  |
|   | High  | High   | Medium   | Low                            |                                   |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |  |            |      |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |                  |
|   | Medium  | Medium   | Medium   | Medium                         |                                   |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |  |            |      |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |                  |
|   | Low   | Low  | Low  | Low                            |                                   |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |  |            |      |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |                  |
|   |   |  |  | Impact                         |                                   |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |  |            |      |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |                  |
| <b>Current Treatments and Controls</b>  | <ul style="list-style-type: none"> <li>• Participation in the Local Resilience Partnership and Forum (LRP and LRF)</li> <li>• Appropriate emergency and incident planning in place</li> <li>• Regular testing and exercising of emergency plans</li> <li>• Training and awareness for relevant staff</li> <li>• 24/7 call-out arrangements for senior managers (SLT / CLT)</li> <li>• Participation in county-wide Events Safety Group (SAG)</li> <li>• Reviews periodically undertaken within current Treatments and Controls</li> </ul> |  |  |                                |                                   |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |  |            |      |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |                  |
| <b>Risk Owner</b>   | Chief Executive   |  |  |                                |                                   |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |  |            |      |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |                  |
| <b>Planned Future Actions and Responsible Officer(s).</b>   | <u>Description:</u><br>Engage with National 'Mighty Oak' planning event regarding power outage  |  | <u>Responsible Officer:</u><br>Head of Governance and HR   |                                | <u>Target Date:</u><br>March 2023 |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |  |            |      |        |     |          |      |      |        |     |        |        |        |        |     |     |     |     |  |  |  |  |        |                  |

## Strategic Risk Register

| Risk Code and Title   | Primary Risk Type   | Potential Consequences   | Inherent Risk Matrix  | Residual (Current) Risk Matrix  | Direction of Travel   |
|---|---|--|---|---|---|
| <b>SR3 – Funding</b><br>Risk that there is a lack of external funding and/or income generated leading to a reduction in the financial resources available for service provision and/or to fund corporate objectives resulting in not being able to delivery services or being financially solvent | Strategic   | <ul style="list-style-type: none"> <li>• Inability to meet demand for services</li> <li>• Inability to meet statutory duties</li> <li>• Ceasing or reducing some services</li> </ul> |            |  | Direction of Travel increased due to impact of the revenue from the Town Hall and Car Parks |
| <b>Current Treatments and Controls</b>  | <ul style="list-style-type: none"> <li>• Annual production and monitoring of Medium Term Financial Strategy (MTFS)</li> <li>• Treasury Management Strategy</li> <li>• Budget and revenue monitoring processes</li> <li>• Maintenance of reserves at specified required levels</li> <li>• Monitor, consider and respond to government proposals affecting budgets and/or income</li> <li>• Monitor the implications of the COVID pandemic on the financial situation</li> <li>• Active work around Supported Living costs</li> <li>• Establishment of Structural Deficit Group</li> <li>• Review the financial risks to third party contractors</li> </ul> |  |   |   |   |
| <b>Risk Owner</b>   | Director of Finance, Governance and Contracts   |  |   |   |   |
| <b>Planned Future Actions and Responsible Officer(s).</b>   | <b>Description:</b><br>Further exploration of commercial opportunities  |  | <b>Responsible Officer:</b><br>Strategic Director - Commercial Development, Asset and Leisure |   | <b>Target Date:</b><br>December 2022 - COMPLETED  |
|   | Monitor inflationary pressures  |  |   |   | Ongoing   |

## Strategic Risk Register

| Risk Code and Title   | Primary Risk Type  | Potential Consequences   | Inherent Risk Matrix   | Residual (Current) Risk Matrix | Direction of Travel                   |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|---|--|--|--|--------------------------------|---------------------------------------|--------|-----|-----|--|-------|--------|---|-----|--|-------|-------|--------|--------|--|-------|-------|-------|-------|--|-------|-------|-------|-------|--|--------|--|--|--|--|------------|-------|--------|-----|-----|--|-------|---|--------|-----|--|-------|-------|--------|--------|--|-------|-------|-------|-------|--|-------|-------|-------|-------|--|--------|--|--|--|------------------|
| <b>SR4 – Staffing</b><br>Risk that the Council does not attract suitable or capable staff or resources or there is a high sickness level or there are capacity issues from contractors and suppliers leading to a high number of vacancies or staff available resulting in poor service provision | Strategic  | <ul style="list-style-type: none"> <li>Inability to meet demand for services</li> <li>Inability to meet statutory duties</li> <li>Ceasing or reducing some services</li> </ul> | <table border="1"> <tr><td>Likelihood</td><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr> <tr><td></td><td>Green</td><td>Yellow</td><td>9</td><td>Red</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Yellow</td><td>Yellow</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td colspan="4">Impact</td></tr> </table> | Likelihood                     | Green                                 | Yellow | Red | Red |  | Green | Yellow | 9 | Red |  | Green | Green | Yellow | Yellow |  | Green | Green | Green | Green |  | Green | Green | Green | Green |  | Impact |  |  |  | <table border="1"> <tr><td>Likelihood</td><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr> <tr><td></td><td>Green</td><td>6</td><td>Yellow</td><td>Red</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Yellow</td><td>Yellow</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td colspan="4">Impact</td></tr> </table> | Likelihood | Green | Yellow | Red | Red |  | Green | 6 | Yellow | Red |  | Green | Green | Yellow | Yellow |  | Green | Green | Green | Green |  | Green | Green | Green | Green |  | Impact |  |  |  | Remains the same |
| Likelihood  | Green  | Yellow   | Red  | Red                            |                                       |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|   | Green  | Yellow   | 9  | Red                            |                                       |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|   | Green  | Green  | Yellow   | Yellow                         |                                       |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|   | Green  | Green  | Green  | Green                          |                                       |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|   | Green  | Green  | Green  | Green                          |                                       |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|   | Impact   |  |  |                                |                                       |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
| Likelihood  | Green  | Yellow   | Red  | Red                            |                                       |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|   | Green  | 6  | Yellow   | Red                            |                                       |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|   | Green  | Green  | Yellow   | Yellow                         |                                       |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|   | Green  | Green  | Green  | Green                          |                                       |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|   | Green  | Green  | Green  | Green                          |                                       |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|   | Impact   |  |  |                                |                                       |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
| <b>Current Treatments and Controls</b>  | <ul style="list-style-type: none"> <li>Benchmarking with other Districts</li> <li>Seeking guidance from established organisations such as Jobs Go Public, East Midlands Councils, District Councils Network and Local Government Association – especially relating to services which are hard to recruit to</li> <li>Marketing the Council / Local Authority</li> <li>Local Government Pay Award – has been allocated</li> <li>Establishment of Workforce Board and associated work programme</li> </ul> |  |  |                                |                                       |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
| <b>Risk Owner</b>   | Chief Executive  |  |  |                                |                                       |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
| <b>Planned Future Actions and Responsible Officer(s).</b>   | <u>Description:</u><br>Internal review of Recruitment  |  | <u>Responsible Officer:</u><br>Head of Transformation, Strategy and Performance  |                                | <u>Target Date:</u><br>September 2023 |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|   | Review of Agency staff and where they are allocated  |  |  |                                | July 2022                             |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |

## Strategic Risk Register

| Risk Code and Title  | Primary Risk Type  | Potential Consequences  | Inherent Risk Matrix  | Residual (Current) Risk Matrix | Direction of Travel |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |        |  |  |  |   |            |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |                  |
|--|--|---|---|--------------------------------|---------------------|--|--|--|--|--|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--------|--|--|--|---|------------|--|--|--|--|--|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--------|--|--|--|------------------|
| <b>SR5 – Governance</b><br>Risk that the Council does not follow its own governance procedures leading to failure to deliver services and/or value for money and/or it can be challenged through a legal process leading to service delivery issues and/or reputation damage and/or criminal charges | Strategic  | <ul style="list-style-type: none"> <li>Financial damage</li> <li>Reputational damage</li> <li>Not complying with legislation</li> </ul> | <table border="1"> <tr><td rowspan="5">Likelihood</td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td>6</td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td colspan="4">Impact</td></tr> </table> | Likelihood                     |                     |  |  |  |  |  |  |  |  |  | 6 |  |  |  |  |  |  |  |  |  |  | Impact |  |  |  | <table border="1"> <tr><td rowspan="5">Likelihood</td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td>4</td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td colspan="4">Impact</td></tr> </table> | Likelihood |  |  |  |  |  |  |  |  |  | 4 |  |  |  |  |  |  |  |  |  |  |  | Impact |  |  |  | Remains the same |
| Likelihood   |  |   |   |                                |                     |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |        |  |  |  |   |            |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |                  |
|  |  |   |   |                                |                     |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |        |  |  |  |   |            |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |                  |
|  |  |   | 6   |                                |                     |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |        |  |  |  |   |            |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |                  |
|  |  |   |   |                                |                     |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |        |  |  |  |   |            |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |                  |
|  |  |   |   |                                |                     |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |        |  |  |  |   |            |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |                  |
|  | Impact   |   |   |                                |                     |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |        |  |  |  |   |            |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |                  |
| Likelihood   |  |   |   |                                |                     |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |        |  |  |  |   |            |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |                  |
|  |  |   |   |                                |                     |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |        |  |  |  |   |            |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |                  |
|  |  | 4   |   |                                |                     |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |        |  |  |  |   |            |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |                  |
|  |  |   |   |                                |                     |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |        |  |  |  |   |            |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |                  |
|  |  |   |   |                                |                     |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |        |  |  |  |   |            |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |                  |
|  | Impact   |   |   |                                |                     |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |        |  |  |  |   |            |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |                  |
| <b>Current Treatments and Controls</b>   | <ul style="list-style-type: none"> <li>Annual review of the constitution</li> <li>Ensure that the Council's processes address the governance requirements</li> <li>Established governance arrangements for Risk Management, Performance Management, Projects and Programme Management</li> <li>Modern.gov – good democratic governance</li> <li>Annual governance statement</li> <li>Internal audit programme</li> <li>External Audit process</li> </ul> |   |   |                                |                     |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |        |  |  |  |   |            |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |                  |
| <b>Risk Owner</b>  | Chief Executive  |   |   |                                |                     |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |        |  |  |  |   |            |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |                  |
| <b>Planned Future Actions and Responsible Officer(s).</b>  | <u>Description:</u><br>Roll out of the Modern.gov software   | <u>Responsible Officer:</u><br>Head of Governance and HR  | <u>Target Date:</u><br>April 2023   |                                |                     |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |        |  |  |  |   |            |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |                  |

## Strategic Risk Register

| Risk Code and Title  | Primary Risk Type  | Potential Consequences   | Inherent Risk Matrix  | Residual (Current) Risk Matrix                   | Direction of Travel  |  |   |   |   |  |  |   |   |   |  |  |   |   |   |   |  |        |  |  |  |  |            |   |  |   |   |   |  |  |  |   |   |  |  |   |   |   |   |  |        |  |  |  |                  |
|--|--|--|---|--|--|--|---|---|---|--|--|---|---|---|--|--|---|---|---|---|--|--------|--|--|--|--|------------|---|--|---|---|---|--|--|--|---|---|--|--|---|---|---|---|--|--------|--|--|--|------------------|
| <b>SR6 – Partnerships</b><br>Risk that partnerships with key stakeholders are not developed or maintained leading to a failure to deliver shared outcomes and a lack of delivery to the public resulting in service delivery issues and/or reputational damage | Strategic  | <ul style="list-style-type: none"> <li>• Reputational Damage</li> <li>• Lack of joined up working</li> <li>• Damage to relationships with partners</li> <li>• Assess the impact of the lightbulb project review</li> </ul> | <table border="1"> <tr><td rowspan="5">Likelihood</td><td><span style="background-color: green;">■</span></td><td><span style="background-color: orange;">■</span></td><td><span style="background-color: red;">■</span></td><td><span style="background-color: red;">■</span></td></tr> <tr><td><span style="background-color: green;">■</span></td><td><span style="background-color: orange;">■</span></td><td><span style="background-color: orange;">■</span></td><td><span style="background-color: red;">■</span></td></tr> <tr><td><span style="background-color: green;">■</span></td><td style="text-align: center;">4</td><td><span style="background-color: orange;">■</span></td><td><span style="background-color: orange;">■</span></td></tr> <tr><td><span style="background-color: green;">■</span></td><td><span style="background-color: green;">■</span></td><td><span style="background-color: green;">■</span></td><td><span style="background-color: green;">■</span></td></tr> <tr><td></td><td colspan="4" style="text-align: center;">Impact</td></tr> </table> | Likelihood                                       | <span style="background-color: green;">■</span>  | <span style="background-color: orange;">■</span> | <span style="background-color: red;">■</span> | <span style="background-color: red;">■</span> | <span style="background-color: green;">■</span> | <span style="background-color: orange;">■</span> | <span style="background-color: orange;">■</span> | <span style="background-color: red;">■</span> | <span style="background-color: green;">■</span> | 4 | <span style="background-color: orange;">■</span> | <span style="background-color: orange;">■</span> | <span style="background-color: green;">■</span> | <span style="background-color: green;">■</span> | <span style="background-color: green;">■</span> | <span style="background-color: green;">■</span> |  | Impact |  |  |  | <table border="1"> <tr><td rowspan="5">Likelihood</td><td><span style="background-color: green;">■</span></td><td><span style="background-color: orange;">■</span></td><td><span style="background-color: red;">■</span></td><td><span style="background-color: red;">■</span></td></tr> <tr><td><span style="background-color: green;">■</span></td><td><span style="background-color: orange;">■</span></td><td><span style="background-color: orange;">■</span></td><td><span style="background-color: orange;">■</span></td></tr> <tr><td><span style="background-color: green;">■</span></td><td><span style="background-color: green;">■</span></td><td><span style="background-color: orange;">■</span></td><td><span style="background-color: orange;">■</span></td></tr> <tr><td><span style="background-color: green;">■</span></td><td style="text-align: center;">2</td><td><span style="background-color: green;">■</span></td><td><span style="background-color: green;">■</span></td></tr> <tr><td></td><td colspan="4" style="text-align: center;">Impact</td></tr> </table> | Likelihood | <span style="background-color: green;">■</span> | <span style="background-color: orange;">■</span> | <span style="background-color: red;">■</span> | <span style="background-color: red;">■</span> | <span style="background-color: green;">■</span> | <span style="background-color: orange;">■</span> | <span style="background-color: orange;">■</span> | <span style="background-color: orange;">■</span> | <span style="background-color: green;">■</span> | <span style="background-color: green;">■</span> | <span style="background-color: orange;">■</span> | <span style="background-color: orange;">■</span> | <span style="background-color: green;">■</span> | 2 | <span style="background-color: green;">■</span> | <span style="background-color: green;">■</span> |  | Impact |  |  |  | Remains the same |
| Likelihood   | <span style="background-color: green;">■</span>  | <span style="background-color: orange;">■</span>   | <span style="background-color: red;">■</span>   |  | <span style="background-color: red;">■</span>  |  |   |   |   |  |  |   |   |   |  |  |   |   |   |   |  |        |  |  |  |  |            |   |  |   |   |   |  |  |  |   |   |  |  |   |   |   |   |  |        |  |  |  |                  |
|  | <span style="background-color: green;">■</span>  | <span style="background-color: orange;">■</span>   | <span style="background-color: orange;">■</span>  |  | <span style="background-color: red;">■</span>  |  |   |   |   |  |  |   |   |   |  |  |   |   |   |   |  |        |  |  |  |  |            |   |  |   |   |   |  |  |  |   |   |  |  |   |   |   |   |  |        |  |  |  |                  |
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|  |  | Impact   |   |  |  |  |   |   |   |  |  |   |   |   |  |  |   |   |   |   |  |        |  |  |  |  |            |   |  |   |   |   |  |  |  |   |   |  |  |   |   |   |   |  |        |  |  |  |                  |
| Likelihood   | <span style="background-color: green;">■</span>  | <span style="background-color: orange;">■</span>   | <span style="background-color: red;">■</span>   | <span style="background-color: red;">■</span>    |  |  |   |   |   |  |  |   |   |   |  |  |   |   |   |   |  |        |  |  |  |  |            |   |  |   |   |   |  |  |  |   |   |  |  |   |   |   |   |  |        |  |  |  |                  |
|  | <span style="background-color: green;">■</span>  | <span style="background-color: orange;">■</span>   | <span style="background-color: orange;">■</span>  | <span style="background-color: orange;">■</span> |  |  |   |   |   |  |  |   |   |   |  |  |   |   |   |   |  |        |  |  |  |  |            |   |  |   |   |   |  |  |  |   |   |  |  |   |   |   |   |  |        |  |  |  |                  |
|  | <span style="background-color: green;">■</span>  | <span style="background-color: green;">■</span>  | <span style="background-color: orange;">■</span>  | <span style="background-color: orange;">■</span> |  |  |   |   |   |  |  |   |   |   |  |  |   |   |   |   |  |        |  |  |  |  |            |   |  |   |   |   |  |  |  |   |   |  |  |   |   |   |   |  |        |  |  |  |                  |
|  | <span style="background-color: green;">■</span>  | 2  | <span style="background-color: green;">■</span>   | <span style="background-color: green;">■</span>  |  |  |   |   |   |  |  |   |   |   |  |  |   |   |   |   |  |        |  |  |  |  |            |   |  |   |   |   |  |  |  |   |   |  |  |   |   |   |   |  |        |  |  |  |                  |
|  |  | Impact   |   |  |  |  |   |   |   |  |  |   |   |   |  |  |   |   |   |   |  |        |  |  |  |  |            |   |  |   |   |   |  |  |  |   |   |  |  |   |   |   |   |  |        |  |  |  |                  |
| <b>Current Treatments and Controls</b>   | <ul style="list-style-type: none"> <li>• Joint working with key organisations with clearly identified terms of reference and joint outcomes</li> <li>• Up to date contact details within partner organisations</li> <li>• Six monthly parish clerk meetings</li> <li>• Community Safety Partnership Review</li> <li>• Consider Partnership Register</li> <li>• Maintain relationships across Leicester, Leicestershire and Rutland</li> <li>• Strategic Partner reviews</li> <li>• Maintain an overview of the budget situation of key partners within Leicestershire</li> </ul> |  |   |  |  |  |   |   |   |  |  |   |   |   |  |  |   |   |   |   |  |        |  |  |  |  |            |   |  |   |   |   |  |  |  |   |   |  |  |   |   |   |   |  |        |  |  |  |                  |
| <b>Risk Owner</b>  | Chief Executive  |  |   |  |  |  |   |   |   |  |  |   |   |   |  |  |   |   |   |   |  |        |  |  |  |  |            |   |  |   |   |   |  |  |  |   |   |  |  |   |   |   |   |  |        |  |  |  |                  |
| <b>Planned Future Actions and Responsible Officer(s).</b>  | <u>Description:</u><br>Develop a LLR Chief Executive's Group   |  | <u>Responsible Officer:</u><br>Chief Executive  |  | <u>Target Date:</u><br><span style="background-color: yellow;">October 2022 – COMPLETED</span> |  |   |   |   |  |  |   |   |   |  |  |   |   |   |   |  |        |  |  |  |  |            |   |  |   |   |   |  |  |  |   |   |  |  |   |   |   |   |  |        |  |  |  |                  |
|  | Map and register partnerships and shared services  |  |   |  | January 2023   |  |   |   |   |  |  |   |   |   |  |  |   |   |   |   |  |        |  |  |  |  |            |   |  |   |   |   |  |  |  |   |   |  |  |   |   |   |   |  |        |  |  |  |                  |

## Strategic Risk Register

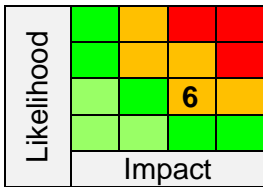
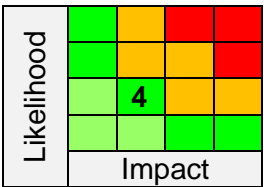
| Risk Code and Title   | Primary Risk Type  | Potential Consequences   | Inherent Risk Matrix   | Residual (Current) Risk Matrix | Direction of Travel |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |   |
|---|--|--|--|--------------------------------|---------------------|--------|-----|-----|--|-------|--------|---|-----|--|-------|-------|--------|--------|--|-------|-------|-------|-------|--|-------|-------|-------|-------|--|--------|--|--|--|--|------------|-------|--------|-----|-----|--|-------|---|--------|-----|--|-------|-------|--------|--------|--|-------|-------|-------|-------|--|-------|-------|-------|-------|--|--------|--|--|--|---|
| <b>SR7 – Data Security</b><br>Risk that adequate data sharing and data security arrangements are not implemented leading to an increase in cyber-attacks resulting in service disruption or data loss or damage | Strategic  | <ul style="list-style-type: none"> <li>• Ineffective processes for sharing data with other agencies / authorities leading to data breaches</li> <li>• Reputational damage and loss of public confidence</li> <li>• Potentially significant fines</li> <li>• Increased risk due to the operating processes and people possibly taking documents home</li> </ul> | <table border="1"> <tr><td>Likelihood</td><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr> <tr><td></td><td>Green</td><td>Yellow</td><td>9</td><td>Red</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Yellow</td><td>Yellow</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td colspan="4">Impact</td></tr> </table> | Likelihood                     | Green               | Yellow | Red | Red |  | Green | Yellow | 9 | Red |  | Green | Green | Yellow | Yellow |  | Green | Green | Green | Green |  | Green | Green | Green | Green |  | Impact |  |  |  | <table border="1"> <tr><td>Likelihood</td><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr> <tr><td></td><td>Green</td><td>6</td><td>Yellow</td><td>Red</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Yellow</td><td>Yellow</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td colspan="4">Impact</td></tr> </table> | Likelihood | Green | Yellow | Red | Red |  | Green | 6 | Yellow | Red |  | Green | Green | Yellow | Yellow |  | Green | Green | Green | Green |  | Green | Green | Green | Green |  | Impact |  |  |  | Direction of travel improved due to more robust treatments and controls |
| Likelihood  | Green  | Yellow   | Red  | Red                            |                     |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |   |
|   | Green  | Yellow   | 9  | Red                            |                     |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |   |
|   | Green  | Green  | Yellow   | Yellow                         |                     |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |   |
|   | Green  | Green  | Green  | Green                          |                     |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |   |
|   | Green  | Green  | Green  | Green                          |                     |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |   |
|   | Impact   |  |  |                                |                     |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |   |
| Likelihood  | Green  | Yellow   | Red  | Red                            |                     |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |   |
|   | Green  | 6  | Yellow   | Red                            |                     |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |   |
|   | Green  | Green  | Yellow   | Yellow                         |                     |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |   |
|   | Green  | Green  | Green  | Green                          |                     |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |   |
|   | Green  | Green  | Green  | Green                          |                     |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |   |
|   | Impact   |  |  |                                |                     |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |   |
| <b>Current Treatments and Controls</b>  | <ul style="list-style-type: none"> <li>• Information sharing agreements in place with key agencies and authorities</li> <li>• Annual IT health checks including penetration testing</li> <li>• Data protection training and awareness for staff and councillors</li> <li>• Data Protection Impact Assessment form developed and circulated</li> <li>• IT security policies in place</li> <li>• Policies are reviewed on a regular basis</li> <li>• Information Security Group established with CLT</li> <li>• Checking the location of data storage post Brexit – EU / UK</li> <li>• Cyber Security insurance procured</li> <li>• Increased move to the Cloud</li> <li>• Review CPNI Information</li> <li>• ICS Manager has undertaken a qualification regarding cyber security</li> </ul> |  |  |                                |                     |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |   |
| <b>Risk Owner</b>   | Director of Finance, Governance and Contracts  |  |  |                                |                     |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |   |
| <b>Planned Future Actions and Responsible Officer(s).</b>   | <u>Description:</u><br>Procure and mobilise document management system in Housing – to be rolled out across the authority  | <u>Responsible Officer:</u><br>ICS Manager   | <u>Target Date:</u><br>April 2023  |                                |                     |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |   |        |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |   |

## Strategic Risk Register

| Risk Code and Title  | Primary Risk Type  | Potential Consequences  | Inherent Risk Matrix   | Residual (Current) Risk Matrix | Direction of Travel               |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |        |        |     |  |       |       |   |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|--|--|---|--|--------------------------------|-----------------------------------|--------|-----|-----|--|-------|--------|---|-----|--|-------|-------|--------|--------|--|-------|-------|-------|-------|--|-------|-------|-------|-------|--|--------|--|--|--|--|------------|-------|--------|-----|-----|--|-------|--------|--------|-----|--|-------|-------|---|--------|--|-------|-------|-------|-------|--|-------|-------|-------|-------|--|--------|--|--|--|------------------|
| <b>SR8 – Communication</b><br>Risk that the Council does not establish effective strategic communication arrangements leading to the public not being informed about Council activity resulting in reputational damage | Strategic  | <ul style="list-style-type: none"> <li>• Reputational damage</li> <li>• Adverse social media coverage</li> <li>• Damage to relationships with partners</li> <li>• Damage to staff morale</li> </ul> | <table border="1"> <tr><td>Likelihood</td><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr> <tr><td></td><td>Green</td><td>Yellow</td><td>9</td><td>Red</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Yellow</td><td>Yellow</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td colspan="4">Impact</td></tr> </table> | Likelihood                     | Green                             | Yellow | Red | Red |  | Green | Yellow | 9 | Red |  | Green | Green | Yellow | Yellow |  | Green | Green | Green | Green |  | Green | Green | Green | Green |  | Impact |  |  |  | <table border="1"> <tr><td>Likelihood</td><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr> <tr><td></td><td>Green</td><td>Yellow</td><td>Yellow</td><td>Red</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>6</td><td>Yellow</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td colspan="4">Impact</td></tr> </table> | Likelihood | Green | Yellow | Red | Red |  | Green | Yellow | Yellow | Red |  | Green | Green | 6 | Yellow |  | Green | Green | Green | Green |  | Green | Green | Green | Green |  | Impact |  |  |  | Remains the same |
| Likelihood   | Green  | Yellow  | Red  | Red                            |                                   |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |        |        |     |  |       |       |   |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|  | Green  | Yellow  | 9  | Red                            |                                   |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |        |        |     |  |       |       |   |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|  | Green  | Green   | Yellow   | Yellow                         |                                   |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |        |        |     |  |       |       |   |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|  | Green  | Green   | Green  | Green                          |                                   |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |        |        |     |  |       |       |   |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|  | Green  | Green   | Green  | Green                          |                                   |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |        |        |     |  |       |       |   |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|  | Impact   |   |  |                                |                                   |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |        |        |     |  |       |       |   |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
| Likelihood   | Green  | Yellow  | Red  | Red                            |                                   |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |        |        |     |  |       |       |   |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|  | Green  | Yellow  | Yellow   | Red                            |                                   |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |        |        |     |  |       |       |   |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|  | Green  | Green   | 6  | Yellow                         |                                   |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |        |        |     |  |       |       |   |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|  | Green  | Green   | Green  | Green                          |                                   |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |        |        |     |  |       |       |   |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|  | Green  | Green   | Green  | Green                          |                                   |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |        |        |     |  |       |       |   |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
|  | Impact   |   |  |                                |                                   |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |        |        |     |  |       |       |   |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
| <b>Current Treatments and Controls</b>   | <ul style="list-style-type: none"> <li>• Adequately staffed and experienced corporate communications team</li> <li>• Communications Strategy and Plan in place</li> <li>• Regular monitoring of all media sources</li> <li>• Continue to expand social media use and reach</li> <li>• ‘Horizon scanning’ for potential communication issues at each Corporate Leadership Team meeting and as part of the Corporate Delivery Plan setting</li> <li>• Joint working with partners incldign LRF Comms Cells</li> <li>• Montitor the effectiveness of communications channels and posts</li> </ul> |   |  |                                |                                   |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |        |        |     |  |       |       |   |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
| <b>Risk Owner</b>  | Chief Executive  |   |  |                                |                                   |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |        |        |     |  |       |       |   |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |
| <b>Planned Future Actions and Responsible Officer(s).</b>  | <u>Description:</u><br>Completion of the actions within the Communications Plan  |   | <u>Responsible Officer:</u><br>Communications Manager  |                                | <u>Target Date:</u><br>March 2023 |        |     |     |  |       |        |   |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |  |       |        |        |     |  |       |       |   |        |  |       |       |       |       |  |       |       |       |       |  |        |  |  |  |                  |



## Strategic Risk Register

| Risk Code and Title  | Primary Risk Type  | Potential Consequences  | Inherent Risk Matrix  | Residual (Current) Risk Matrix  | Direction of Travel               |
|--|--|---|---|---|-----------------------------------|
| <b>SR9 – Climate Change</b><br>Risk that the Council does not lead by example and manage the ongoing impact of climate change leading to a lower than anticipated reduction in carbon output | Strategic  | <ul style="list-style-type: none"> <li>• Reputational damage</li> <li>• Environmental damage</li> </ul> |  |  | Remains the same                  |
| <b>Current Treatments and Controls</b>   | <ul style="list-style-type: none"> <li>• Cabinet pledge regarding climate change</li> <li>• Climate Change Action Plan</li> <li>• Caring for the Environment as a Corporate Strategy Theme and associated actions</li> <li>• Delivery of the new Strategy</li> <li>• Climate Action Board established – now met</li> </ul> |   |   |   |                                   |
| <b>Risk Owner</b>  | Chief Executive  |   |   |   |                                   |
| <b>Planned Future Actions and Responsible Officer(s).</b>  | <u>Description:</u><br>Completion of the Climate Change Action Plan  |   | <u>Responsible Officer:</u><br>Director of Commercial and Economic Development      |   | <u>Target Date:</u><br>March 2023 |

## Strategic Risk Register

| Risk Code and Title  | Primary Risk Type  | Potential Consequences  | Inherent Risk Matrix   | Residual (Current) Risk Matrix | Direction of Travel |        |     |     |       |        |        |    |       |       |        |        |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |       |        |   |     |       |       |        |        |       |       |       |       |  |        |  |  |  |                  |
|--|--|---|--|--------------------------------|---------------------|--------|-----|-----|-------|--------|--------|----|-------|-------|--------|--------|-------|-------|-------|-------|--|--------|--|--|--|--|------------|-------|--------|-----|-----|-------|--------|---|-----|-------|-------|--------|--------|-------|-------|-------|-------|--|--------|--|--|--|------------------|
| <b>SR10 – External Factors</b><br>Risk that new legislation or external factors cause negative financial or reputational impact on the Council leading to a reduction in service provision (i.e., Environment Act) resulting in service delivery issues and/or reputational damage | Strategic  | <ul style="list-style-type: none"> <li>Financial damage</li> <li>Reputational damage</li> <li>Not complying with legislation</li> </ul> | <table border="1"> <tr><td rowspan="4">Likelihood</td><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr> <tr><td>Green</td><td>Yellow</td><td>Yellow</td><td>12</td></tr> <tr><td>Green</td><td>Green</td><td>Yellow</td><td>Yellow</td></tr> <tr><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td colspan="4">Impact</td></tr> </table> | Likelihood                     | Green               | Yellow | Red | Red | Green | Yellow | Yellow | 12 | Green | Green | Yellow | Yellow | Green | Green | Green | Green |  | Impact |  |  |  | <table border="1"> <tr><td rowspan="4">Likelihood</td><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr> <tr><td>Green</td><td>Yellow</td><td>9</td><td>Red</td></tr> <tr><td>Green</td><td>Green</td><td>Yellow</td><td>Yellow</td></tr> <tr><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td colspan="4">Impact</td></tr> </table> | Likelihood | Green | Yellow | Red | Red | Green | Yellow | 9 | Red | Green | Green | Yellow | Yellow | Green | Green | Green | Green |  | Impact |  |  |  | Remains the same |
| Likelihood   | Green  | Yellow  | Red  |                                | Red                 |        |     |     |       |        |        |    |       |       |        |        |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |       |        |   |     |       |       |        |        |       |       |       |       |  |        |  |  |  |                  |
|  | Green  | Yellow  | Yellow   |                                | 12                  |        |     |     |       |        |        |    |       |       |        |        |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |       |        |   |     |       |       |        |        |       |       |       |       |  |        |  |  |  |                  |
|  | Green  | Green   | Yellow   |                                | Yellow              |        |     |     |       |        |        |    |       |       |        |        |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |       |        |   |     |       |       |        |        |       |       |       |       |  |        |  |  |  |                  |
|  | Green  | Green   | Green  | Green                          |                     |        |     |     |       |        |        |    |       |       |        |        |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |       |        |   |     |       |       |        |        |       |       |       |       |  |        |  |  |  |                  |
|  | Impact   |   |  |                                |                     |        |     |     |       |        |        |    |       |       |        |        |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |       |        |   |     |       |       |        |        |       |       |       |       |  |        |  |  |  |                  |
| Likelihood   | Green  | Yellow  | Red  | Red                            |                     |        |     |     |       |        |        |    |       |       |        |        |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |       |        |   |     |       |       |        |        |       |       |       |       |  |        |  |  |  |                  |
|  | Green  | Yellow  | 9  | Red                            |                     |        |     |     |       |        |        |    |       |       |        |        |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |       |        |   |     |       |       |        |        |       |       |       |       |  |        |  |  |  |                  |
|  | Green  | Green   | Yellow   | Yellow                         |                     |        |     |     |       |        |        |    |       |       |        |        |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |       |        |   |     |       |       |        |        |       |       |       |       |  |        |  |  |  |                  |
|  | Green  | Green   | Green  | Green                          |                     |        |     |     |       |        |        |    |       |       |        |        |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |       |        |   |     |       |       |        |        |       |       |       |       |  |        |  |  |  |                  |
|  | Impact   |   |  |                                |                     |        |     |     |       |        |        |    |       |       |        |        |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |       |        |   |     |       |       |        |        |       |       |       |       |  |        |  |  |  |                  |
| <b>Current Treatments and Controls</b>   | <ul style="list-style-type: none"> <li>Monitoring legislation through Parliament</li> <li>Liaise with other Districts</li> <li>Reviewing and understand the financial implications</li> <li>Regular briefings to Cabinet</li> <li>Implementing the requirements of the Elections Act (including Voter ID)</li> </ul> |   |  |                                |                     |        |     |     |       |        |        |    |       |       |        |        |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |       |        |   |     |       |       |        |        |       |       |       |       |  |        |  |  |  |                  |
| <b>Risk Owner</b>  | Chief Executive  |   |  |                                |                     |        |     |     |       |        |        |    |       |       |        |        |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |       |        |   |     |       |       |        |        |       |       |       |       |  |        |  |  |  |                  |
| <b>Planned Future Actions and Responsible Officer(s).</b>  | <u>Description:</u><br>Environment Act – monitoring  | <u>Responsible Officer:</u><br>Head of Contracts: Leisure, Waste and Environment / Head of Regulatory and Community Safety              |  | <u>Target Date:</u><br>Ongoing |                     |        |     |     |       |        |        |    |       |       |        |        |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |       |        |   |     |       |       |        |        |       |       |       |       |  |        |  |  |  |                  |
|  | Supported Accommodation programme legislation  | Director of Housing and Health  |  | Ongoing                        |                     |        |     |     |       |        |        |    |       |       |        |        |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |       |        |   |     |       |       |        |        |       |       |       |       |  |        |  |  |  |                  |
|  | Potential Planning changes   | Head of Planning  |  | Ongoing                        |                     |        |     |     |       |        |        |    |       |       |        |        |       |       |       |       |  |        |  |  |  |  |            |       |        |     |     |       |        |   |     |       |       |        |        |       |       |       |       |  |        |  |  |  |                  |

# Strategic Risk Register

| Risk Code and Title  | Primary Risk Type   | Potential Consequences  | Inherent Risk Matrix   | Residual (Current) Risk Matrix | Direction of Travel |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
|--|---|---|--|--------------------------------|---------------------|--------------|----------------------|--------------|--|-------|--------|--------|----------|--|-------|-------|--------|--------|--|-------|-------|-------|-------|--|-------|-------|-------|-------|--|-------|-------|-------|-------|--|-------|-------|-------|-------|--|-------|-------|-------|-------|--|-------|-------|-------|-------|--|-------|-------|-------|-------|--------|-------|-------|-------|-------|---|------------|-------|--------|-----|-----|--|-------|--------|------------|-----|--|-------|-------|--------|--------|--|-------|-------|-------|-------|--|-------|-------|-------|-------|--|-------|-------|-------|-------|--|-------|-------|-------|-------|--|-------|-------|-------|-------|--|-------|-------|-------|-------|--|-------|-------|-------|-------|--------|-------|-------|-------|-------|-----------------------|
| <p><b>SR11 – Housing Demand</b><br/>Inability to meet increased housing demand arising from inflationary pressures, and asylum and refugee dispersal, in the context of constrained supply of public and private rented sector housing resources, leading to increased homelessness and associated costs, services unable to meet demand, and consequential reputational damage.</p> | Strategic   | <ul style="list-style-type: none"> <li>Financial damage</li> <li>Reputational damage</li> </ul> | <table border="1"> <tr><td>Likelihood</td><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr> <tr><td></td><td>Green</td><td>Yellow</td><td>Yellow</td><td>12 (Red)</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Yellow</td><td>Yellow</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td>Impact</td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> </table> | Likelihood                     | Green               | Yellow       | Red                  | Red          |  | Green | Yellow | Yellow | 12 (Red) |  | Green | Green | Yellow | Yellow |  | Green | Green | Green | Green |  | Green | Green | Green | Green |  | Green | Green | Green | Green |  | Green | Green | Green | Green |  | Green | Green | Green | Green |  | Green | Green | Green | Green |  | Green | Green | Green | Green | Impact | Green | Green | Green | Green | <table border="1"> <tr><td>Likelihood</td><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr> <tr><td></td><td>Green</td><td>Yellow</td><td>9 (Yellow)</td><td>Red</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Yellow</td><td>Yellow</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td>Impact</td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> </table> | Likelihood | Green | Yellow | Red | Red |  | Green | Yellow | 9 (Yellow) | Red |  | Green | Green | Yellow | Yellow |  | Green | Green | Green | Green |  | Green | Green | Green | Green |  | Green | Green | Green | Green |  | Green | Green | Green | Green |  | Green | Green | Green | Green |  | Green | Green | Green | Green |  | Green | Green | Green | Green | Impact | Green | Green | Green | Green | Initially established |
| Likelihood   | Green   | Yellow  | Red  | Red                            |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
|  | Green   | Yellow  | Yellow   | 12 (Red)                       |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
|  | Green   | Green   | Yellow   | Yellow                         |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
|  | Green   | Green   | Green  | Green                          |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
|  | Green   | Green   | Green  | Green                          |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
|  | Green   | Green   | Green  | Green                          |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
|  | Green   | Green   | Green  | Green                          |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
|  | Green   | Green   | Green  | Green                          |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
|  | Green   | Green   | Green  | Green                          |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
|  | Green   | Green   | Green  | Green                          |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
| Impact   | Green   | Green   | Green  | Green                          |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
| Likelihood   | Green   | Yellow  | Red  | Red                            |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
|  | Green   | Yellow  | 9 (Yellow)   | Red                            |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
|  | Green   | Green   | Yellow   | Yellow                         |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
|  | Green   | Green   | Green  | Green                          |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
|  | Green   | Green   | Green  | Green                          |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
|  | Green   | Green   | Green  | Green                          |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
|  | Green   | Green   | Green  | Green                          |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
|  | Green   | Green   | Green  | Green                          |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
|  | Green   | Green   | Green  | Green                          |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
|  | Green   | Green   | Green  | Green                          |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
| Impact   | Green   | Green   | Green  | Green                          |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
| <p><b>Current Treatments and Controls</b></p>  | <ul style="list-style-type: none"> <li>Review the acquisitions process for HRA property</li> <li>Work with local lettings agents and landlords to increase the supply of private rented sector accommodation</li> <li>Working with developers to provide more affordable housing through the planning system</li> <li>Council stock used a temporary accommodation</li> <li>Action plan in place to support faster re-let of HRA property</li> <li>Work with local advice and support agencies to prevent / reduce homelessness</li> <li>Review of low demand (sheltered and non-sheltered) HRA properties to ensure the best use of stock</li> <li>Develop an action plan to support faster void turnaround / faster letting of HRA properties (temporary and long term placements)</li> <li>Review of Housing Needs team staffing resources and service procedures to increase resilience and efficiency</li> </ul> |   |  |                                |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
| <p><b>Risk Owner Planned Future Actions and Responsible Officer(s).</b></p>  | <p>Chief Executive</p> <table border="1"> <tr> <td data-bbox="551 1353 1061 1388">Description:</td> <td data-bbox="1061 1353 1570 1388">Responsible Officer:</td> <td data-bbox="1570 1353 2074 1388">Target Date:</td> </tr> </table>  |   |  |                                |                     | Description: | Responsible Officer: | Target Date: |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |
| Description:   | Responsible Officer:  | Target Date:  |  |                                |                     |              |                      |              |  |       |        |        |          |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |   |            |       |        |     |     |  |       |        |            |     |  |       |       |        |        |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |  |       |       |       |       |        |       |       |       |       |                       |

## Strategic Risk Register

|  |  |                                   |           |
|--|--|-----------------------------------|-----------|
|  | Review of housing development strategy                       | Head of Strategic Housing         | 2023/2024 |
|  | Review of Homelessness and Rough Sleeping Reduction Strategy |                                   | 2023/2024 |
|  | Develop new HRA Asset Management Strategy in development.    | Director of Housing and Wellbeing | 2022/23   |