STRATEGIC RISK REGISTER
QUARTER 3 2024-2025

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	*Inherent Risk Rating* *(See table below for guidance)*			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	*Mitigated Risk Rating*			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER	*DIRECTION OF TRAVEL OF MITIGATED RISK SCORE* Insert graphical representation of direction of travel of mitigated risk.
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SR1	**Contracts are not properly procured and managed.**	• Procurement and legal colleagues are not engaged appropriately when services are engaging contractors • Loss of key staff or supplier • The Council's Contract Procedure Rules are not followed • The Council contributes to modern slavery via its contracts and supplies • Contractors are not appropriately monitored, and contracts managed	• The Council incurs additional costs • Contracts do not represent VfM • Litigation/legal challenge • Health and safety compliance • Service disruption	3	4	12	• Action plan in place following non-compliance issues of agency staff engagement, reported in Annual Governance Statement 2023/24. • Cross-council multidisciplinary officer group, "Spend Matters" mobilised to develop the Council's procurement and contract management approach. • Discussion with neighbouring council underway to bolster resilience in approach. • Procurement support contract awarded to V4 Services, due to commence January 2025. • Permanent Procurement Lead appointed and will commence January 2025.	3	3	9	Review and update the Council's Procurement Strategy and Contract Procedure Rules – March 2025. Mobilise new procurement support arrangements – March 2025. Instigate spend analysis.	The mitigating actions have been updated to confirm the contract has been awarded for procurement support and a permanent appointment of the Procurement Lead.	Executive Director – Resources and Transformation	⇔

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SR2	**Effective use of assets / buildings (non-housing).**	• Failure to follow Health and Safety requirements • Insurance / public liability • Contractor issues • Political will • Facility Management • Depreciation • Ageing infrastructure • Funding availability	• Public liability issues • Personal liability issues (e.g. corporate manslaughter) • Death or injury • Loss of income • Higher insurance • Reputation damage • Revenue pressure due to high maintenance costs	3	4	12	• The additional repairs reserve has addressed the risk in the short term. • Condition surveys are being undertaken with a view to preparing a Planned Maintenance Programme and comparing estimated costs against available budgets. • Regular quarterly Health and Safety assessments of council buildings with Property Services and Health and Safety Officer. • Continually monitor and review the repair budgets to ensure adequate funding is available for the Planned Maintenance Programme going forward. • Planned Maintenance Programme reviewed in preparation for next financial year. • A programme of quarterly inspections of Council buildings has commenced with reviews completed at the Civic Offices, Boardman Depot and Rosliston Forestry Centre.	3	3	9		The mitigating actions have been updated with an update on the programme of quarterly inspections of the Council buildings.	Head of Property	

SR3	**Regulatory Governance**	• New or changes to legislation • Failure to identify new/changes to legislation • Failure to implement new/amended requirement • Government amends deadlines with short notice.	• Ultra Vires / unlawful actions • Substantial fines (e.g. ICO) • Reputational damage • Regulatory intervention • Financial loss • Public liability • Personal liability	3	4	12	• The Council's Statutory Monitoring Officer/Executive Director Law & People and Head of Legal & Democratic Services, receive regular legislative updates from the LGA and LLG (Lawyers in Local Government) and other sources, legislative updates are disseminated to the relevant officers. • Necessary skills and resources are in place to ensure that the Council meets its statutory duties. • Council's Constitution, policies and procedures support strategic and regulatory delivery. • Appropriate insurance cover in place – e.g. Official Indemnity (accidental or negligent act) or Professional Indemnity (breach of professional duty) Policies. • Designated officers for key legislated areas, e.g. Health and Safety Officer, Data Protection Officer, Procurement Lead. • On-going mandatory training programme is in place for all staff and occupational specific training for parts of the workforce where there is a greater risk of an accident. • Data Protection policy. • Code of Conduct and regular training. • Statutory Monitoring Officer role fulfilled and at most senior level in organisation. • Continued Professional Development of legal officers • GDPR training. • Clear lines of accountability within management structure, with Executive Director responsibility for identifying and implementing new/amended requirements within services. • The Local Plan Part One is currently being prepared for submission by the 12th March 2025. Resources from the Planning Team have been diverted to ensure the revised deadline is met.	3	3	9		The risk has been updated to transfer the Regulator of Social Housing aspect of the risk to the newly created risk SR15 – Failure to meet Regulatory Standards for housing. The risk cause and mitigating actions have been updated to reflect the revised deadline for the Local Plan Part One.	Executive Director – Law and People	⇔
SR4	**Organisational / Transformational Change**	• Service restructure • Reduction in funding requiring reconfiguration of services. • Change in personnel. • Changes in the way the Council delivers services • Pace of change too fast/too slow • Lack of engagement • Lack of clear strategy and objectives • Changes in employee rights that subsequently require changes to the way services are organised	• Loss of corporate knowledge • Redundancy • Staff morale • Staff retention • Impact on quality of service • Corporate implications – legal/HR/finance • Reputational impact • Financial loss • Litigation • Increased fraud • Non-delivery of Council Plan	4	3	12	• Corporate Guidance on Organisational Change. • Regular engagement with Trade Unions and employees. • Employee Forum. • Colleague Briefings. • Monthly Let's Connect to advise of changes etc. • Transformation identified as one of four main priorities in Council Plan. • Comms and Engagement plans for key projects • Performance appraisal process. • Staff engagement on organisational culture – developed Values with staff. • Employee survey and responding positively. • People Strategy under development. • Customer and Digital Roadmap approved at FMC April 2024. • New Leadership team quarterly review of all projects and programmes. • Sustainable Finance Programme (arising from MTFS) launched with Leadership Team. • Programmes of projects clearly defined at Leadership Team, with Executive Director leads agreed for relevant Council Plan items and Sustainable Finance Programme items (link with MTFS) • Matrix working for Executive Director sponsorship of key projects.	3	3	9	Undertake assessment of organisational impact of proposed Employment Rights Bill. Training for services to undertake self-serve transformation in relation to business processes. Review Business Change team resources Review data to be fed into plans – customer feedback,	Further actions updated to include the approval of the Communications and Engagement Strategy in Q4 2024/5. Quarterly reporting of projects to FMC. The mitigating actions have been updated to confirm the People Strategy has been approved and will be used to mitigate these risks.	Executive Director – Resources and Transformation	⇔

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							• LGA Transformation Peer engaged and regular dialogue in place to share best practice and continuous learning. • LGA Transformation toolkit self-assessment exercise undertaken, and results are being utilised in the development of the Council's Transformation Strategy. • Transformation reviews undertaken in two key services – Housing and Planning. • Identified Member Champion for Transformation, including ongoing training and engagement. • Planning restructure – recruitment progressing well. • Housing services draft staffing structure presented to Committee on the 06.01.2025. • The People Strategy and action plan is in place. • Transformation Strategy and year 1 action plan in place, co-designed with employees and elected members.				performance data, benchmarking etc. Staff suggestion scheme to be rolled out. Approval of the Communications and Engagement Strategy (Q4 2024/25). Quarterly updates to FMC on projects to commence for Q3 2024/25 March committee.	The Transformation Strategy has been approved and will be used to mitigate these risks.		

SR5	**Decreasing Financial resources / Increasing Financial Pressures**	• Increased demand for services. • Continuing austerity. • Change in Council priorities. • Change in national priorities. • Reduction in core funding due to changes in national funding system / funding reform. • Political hesitancy in decision making for service reform / financial decisions. • Economic conditions affecting Council spend and/or residents.	• Service curtailment to manage costs. • Political and resident expectations not met. • Service quality implications. • Reputational damage. • Depletion of reserves. • Risk of Section 114.	4	3	12	• Medium Term Financial Strategy approved April 2024, which sets out how the Council will achieve new income and reduce spend to manage expenditure within funding envelope. • Reserves Strategy as part of MTFS to fund new projects/initiatives to generate new/more income and reduce costs. • Reserves available to balance budget deficits where needed. • Ongoing improvements to council's financial management approach to ensure forecasts are accurate and realistic. • Sustainable Finance Programme (arising from MTFS) launched with Leadership Team – setting and monitoring of savings/income targets. • Programmes of projects clearly defined at Leadership Team, with Executive Director leads agreed for relevant Council Plan items and Sustainable Finance Programme items (link with MTFS.) • Treasury Management and Investment Strategy approved. • Prudential indicators in place. • New spending plans assessed for financial viability. • Budget setting approach developed each year based on circumstances of Council and up to date forecasts. • Review of MTFP twice a year to ensure medium-term forecasts are robust. • Council is part of Derbyshire Business Rates Pool, therefore benefiting from additional retained business rates. • S151 Officer engaged in national sector lobbying on local government funding. • Member training programme on finance. • HRA business plan under review.	3	3	9	Review Council Financial Procedure Rules. The HRA 30-year business plan and cashflow model has been delayed until 100% of stock condition information is available in March/April 2025. A range of efficiencies / income generation options are being progressed.	Further actions updated to advise a review of Financial Procedure Rules will be progressed in conjunction with budget setting. Work has started on the HRA MTFP cashflow. The 30-year HRA Business Plan has been delayed until 100% stock condition information is available in March/April 25.	Head of Finance	⟷
SR6	**Economy/ Regeneration**	• Rising unemployment • Cost of living crisis • Housing crisis	•	3	3	9	• Various funding and support for local businesses and residents from central government. • Active participation in Economic Groups. • Engaged and contribute to Derbyshire economic development partnerships. • Council's own MTFS scenario plans for economic downturn. • Debt recovery policy in place. • Council resource via Economic Regeneration Team to support businesses. • Approval granted to appoint an apprentice to the team to increase the team's capacity and address and improve succession planning	2	3	6	Understand UKSPF grant provision mechanisms from 2025/26 and impact on South Derbyshire.	The mitigating actions were updated in Q2 in case there are no further rounds of UKSPF funding, however indications suggest that a further award will be made following the EMCA meeting on the 10.02.2025.	Executive Director – Place and Prosperity	⟷
SR7	**Cyber Security Threat**	• Cyber threats are increasing on a worldwide basis, with criminals known to target public sector organisations in an attempt to obtain personal data on a significant scale. The Council is thus at high risk of being attacked. • There is a potential	• Litigation, loss of operational data, breaches of GDPR. • Reputational damage. • Financial loss, possible fines, should a data breach occur.	4	4	16	• ICT replacement programme in place which directs hardware and corporate infrastructure upgrades. • Compliance with the Government's Public Services Network requirements. • Regular Internal Audit Reviews test the robustness of systems and the infrastructure. • Restrictions on internet access and to control the use of mobile devices. • Continually updated and patched digital estate including firewall servers and antivirus.	3	3	9	The Information Security and Acceptable Use Policy was approved by Leadership Team and is now undergoing further consultation.	No change in Q3.	Head of Business Change and ICT	

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		security risk for running outdated or unsupported systems. • Employees not following due process in relation to IT and data security					• Regular briefings and guidance documents are issued to raise awareness of data and security issues. • E-learning package is completed annually by all Officers with access to Council systems and equipment. • Quarterly monitoring % of staff who completed undertaken by management. • The Council's Data Protection Officer has direct access to the Leadership Team on matters concerning Information Governance. • As staff work remotely, communications have been sent to remind of the dangers of cyber-attacks. The security in place is the same for end users regardless of location. • A mandatory Cyber Security e-learning package must be completed annually. • Member IT protocol agreed November 2023. • Induction process for all new starters as part of the employee lifecycle.							

SR8	**Failure to respond to an emergency in an appropriate manner**	• Loss of staff • Loss of ICT • Loss of building • Loss of key supplier • Loss of facilities • Act of God • Adverse weather • Pandemic	• Insurance – higher premiums • Litigation risks • Loss of essential services • Adverse publicity • Reputational damage • Loss of public confidence • Loss of income • Financial damage • Death and Injury • Large proportion of staff becoming ill	3	4	12	• Some aspects of this risk can be transferred as business interruption cover is in place as part of the Council's Property Insurance Policy. • Corporate Business Continuity and Emergency Plans are in place and regularly reviewed in accordance with the Civil Contingencies Act. The Council buys in support from Derbyshire County Council to ensure that the Council's plans remain up to date. • Emergency Plan has been reviewed and updated and approved by LT in September 2024. • Senior Manager has attended MAGIC course (multi-agency gold incident command) in September 2024. • Risk assessments and action plans are in place and resources made available to provide employees with the equipment to work from home wherever possible as well as access to resources to support their physical and mental health and wellbeing. • Flexible Working Policy allows staff to work remotely and at different sites within the needs of customers and the Service. Regularly review of the Flexible Working Policy undertaken. • Elected Member Plan and Business Continuity plan is available. • Business continuity exercise and training of Leadership Team, Heads of Service and Members undertaken February and April 2024. • Corporate risk assessment in place and reviewed to outline control measures for respiratory illness.	3	3	9	Service area Business Continuity plans to be created by all service areas by Apil 2025. Countywide template agreed to create service business continuity plans and shared with Heads of Service on 17th December. Workshop being held on 16th January 2025 to start service area plans. SDDC is reviewing its response to incidences of flooding and policy to be created in 2025.	Business Continuity Plan has been reviewed and final amendments to be made in January 2025. Business Continuity template rolled out to Heads of Service on 17th December 2024. Workshop to create service areas plans arranged for 16th January 2025.	Executive Director – Environment and Communities	⟷
SR9	**Insufficient resources due to unplanned / unforeseen absences / vacancies**	• Shortage of skilled and trained personnel. • Loss of competent and skilled employees. • Unable to recruit or attract suitable replacements • Reputation of Local Government as an employer. • National arrangements for the provision of local government and devolution.	• Delays and disruptions to projects, operations, and services. • Lack of specialised knowledge and skills to complete tasks efficiently. • Impact on staff morale. • Strain on remaining staff. • Disruption to flow of information and data, causing delays in decision making. • Delayed or compromised customer service damaging customer relationship and reputation. • Financial losses due to delayed project completions and agency costs, increased overtime	3	3	9	• Market Supplement Policy and procedure in place. • Service Plans identifies key workforce issues and actions to progress. • Internal HR support with professional officers assigned to each directorate. • Employment Policies and Procedures in place and reviewed impact on staff morale. • Employee forum. • Regular meetings with the Trade Unions and Leadership Team to discuss workforce issues. • Agency framework contract in place to secure agency workers. • Monthly absence reports presented to Leadership Team. • Quarterly organisational health check provided to Leadership with a range of workforce metrics. • Delegated powers for Leadership Team to secure additional resources. • Annual employee survey to track and monitor trends in workforce issues. • Attendance at schools and careers events • Financial and other assistance given to employees to obtain additional qualifications and skills. • Apprenticeship programme in place. • Leadership and Management Development programme	2	2	4	Job Evaluation Framework is to be reviewed, and further actions progressed in line with the People Strategy. Job shadowing opportunities to be considered as part of the apprenticeship offering. Publication of the Devolution White Paper and the proposed re-organisation of local government needs to be kept	The mitigating actions have been updated to advise the People Strategy has been approved. Internal work experience scheme has been launched to enable employees to gain insight into different career options. Employee benefits pages has been updated on Connect and the website.	Head of Organisational Development	⬇

			costs and lost productivity. • Service disruption and failing to meet statutory obligations • Increase in levels of absence from work • Increase costs incurred to cover staff absences • Loss of confidence from members of the public and partners • Increase in number of formal employment disputes • Increase costs arising from formal employment disputes • Low levels of engagement from the workforce and perspective applicants.				• Support for national initiatives such as the Graduate scheme and the 'Make a difference' campaign. • ICT structure will be reviewed in-line with corporate employment and operating model. • Service reviews completed to provide for succession routes and career pathways. • Annual workforce profile completed to identify trends and support the development of the People Strategy. • Employee benefits page on Connect. • Work experience placements offered to students and pupils to raise the profile of Local Government. • 'Walk a mile' scheme in place to offer learning opportunities for employees. • Attendance at job fairs and career evenings. • The Council use national schemes such as Modern Apprenticeships, T Level placements and graduate programmes to provide employment opportunities for people. • The People Strategy was approved in November 2024. • Internal work experience scheme has been launched to enable employees to gain insight into different career options. • Employee benefits page updated in Connect and the Councils website. • Three new apprenticeship posts have been established in Customer Experience, Secretarial Support and Legal and Democratic. • The Council is supporting the national recruitment campaign and has developed its resources on the regional jobs' portal.				under review and risk impact assessed as Government plans are developed (linked to risk SR16 Local Government Reorganisation.	Three new apprenticeship posts have been established in Customer Experience, Secretarial Support and Legal and Democratic. The Council is supporting the national recruitment campaign and has developed its resources on the regional jobs' portal.		
SR10	**Staff lone working including out of hours**	• Physical and non-physical threats made to staff • Provision of services out of hours • Responding to emergency situations – flood, alarm response etc. • Inappropriate provision of Personal Protective Equipment and training	• Staff could suffer physical and emotional harm. • Increased levels of sickness absence • Disruption in service and/or insufficient resources to provide service • Increased cost in delivering services if alternative models used • Increased level of risk to members of the pubic if responsive services not provided • Increase cost of providing PPE and monitoring equipment such a Solo Protect • Untrained or unskilled employees not completing tasks safely leading to increased risk of harm, reputational damage or	3	4	12	• Lone working systems in place including a 'Solo-Protect' warning and call for assistance system. • A Potentially Violent Persons Policy and a Potentially Violent Persons Register is in place and subject to regular review and update. PVP register reviewed Q1 2024. • Alarms and warning system in place in the Civic Offices. • Monitoring and review of systems in place; learn from incidents and near misses. • Lone Working Policy and Procedure reviewed Q1 2024. • Training for staff provided in lone working and dealing with conflict. • Risk assessments and control measures identified in each service area that undertakes lone working. • Health and Safety Officer available to provide support and guidance. • Incidents are investigated and learning is shared to improve arrangements. • Health and Safety Committee meet on a quarterly basis to review Health and Safety performance. • Officers on standby/responding to emergencies receive training and guidance. • Review of the usage of the Solo Protect – lone working device and a reminder for all staff, discussed at the Employee Health & Safety Group	2	3	6	Health and Safety Champions to be established across the Council following the launch of the campaign. Usage of Soloprotect devices reported to Health and Safety Committee and action taken to review the usage across the Council. Review of out of hours service provision to be completed. A review of the resources made available for out of hours emergencies	Further actions have been updated to confirm a campaign for Health & Safety Champions has been launched across the Council. Usage of Soloprotect devices reported to Health and Safety Committee and action taken to review the usage across the Council. A review of the resources made available for out of hours	Head of Organisational Development	⬇

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			increased costs.				• Service specific review of Careline. • Launched a new campaign to appoint H&S Champions across each service area.				has commenced in partnership with the Emergency Planning Officer from Derbyshire County Council. Clarification of the expectation of staff to assist in emergency situations, e.g. flooding and also of the Councils wider response in non-statutory areas.	emergencies has commenced in partnership with the Emergency Planning Officer from Derbyshire County Council. Mitigating actions updated to confirm a service specific review of Careline has been completed.		

SR11	**Council is subject to fraud, corruption or theft**	• Increase in unemployment. • Reduction in benefits. • Inflation. • Debt. • Opportunity. • Sub-letting of Council properties. • Delayed audit of the Council's accounts.	• Resources of the Council to investigate fraud issues. • Financial loss. • Reputation impact • Litigation. • Limited assurance about the underlying financial position.	4	3	12	• Shared Service Arrangement with Derby City Council for Anti-Fraud & Corruption Plan, • Fraud awareness training across the Council. • Public agencies such as the DWP and HMRC increasingly share data with local authorities on a real-time basis. • Single Person Discount checks on Council Tax regularly undertaken. • 26 mandatory staff training session have been delivered to employees by Derby City Council up to April 2024. • Fraud Unit annual work programme, considered and approved by the Audit Sub-Committee. Outcomes are also reported to the Audit Committee. • Regular meetings held with Derby City Council. • Audit Sub Committee approved the latest Fraud and Anti-Corruption Action Plan in December 2023. • The Council's accounts and outturn position is reported annually in July. • Annual reporting satisfies stewardship and accountability for public resources. • Government returns are completed quarterly and annually giving comparators to previous years, which highlights major discrepancies. • Government/CIPFA recommendations for improvements to the service to be kept under review. • The Council has been awarded by the PSAA (Public Sector Audit Appointments) a new audit partner, Mazars, who will be auditing the Council's accounts for next five years. Working relationships have been established with the audit partner. • Audits completed and signed off for FY 2021/22 & 2022/23. Backstop date for 2023/24 28 February 2025.	2	2	4	Derby City Council Fraud Partnership Derby City Council Fraud Partnership reviewing Anti-Fraud and Corruption Policy currently.	Mitigating actions have been updated to confirm Audits completed and signed off for FY 2021/22 & 2022/23. Backstop date for 2023/24 28 February 2025. Further actions updated to confirm Derby City Council Fraud Partnership reviewing Anti-Fraud and Corruption Policy currently.	Head of Customer Services & Head of Finance	⟷
SR12	**Failure to work effectively with other public sector partners and 3rd party sector organisations**	. • Lack of engagement from PSOs. • Poor service delivery from PSOs the Council has agreements with. • Governance arrangements which foster effective relationships may be inadequate leading to relationship breakdown. • Failure of relationship at Strategic level in County and across members. • Withdrawal of funding from partners (e.g. other tiers of Local Government, Central Government). • Loss of community provision due to loss in funding / increase in costs meaning activities are financially unsustainable	• Loss of public confidence in the Council. • Loss of funding • Loss of confidence in the Community Safety Partnership • Impact on service delivery	3	3	9	• The Council's current grant funding has been increased in 2024/2025 • The Council employs a dedicated Community Partnership Officer to support the voluntary sector and local organisations. • Additional grant funding approved for Sharpes Pottery and Melbourne Arts. • Council Plan aim to increase the number of hubs across the district and activities taking place within them. • The County Council consultation on the withdrawal of the discretionary grants concluded in August 2024. The Councils response was submitted via the consultation, in addition, a response letter was submitted from the Chief Executive.	2	3	6	Ongoing SLA reviews to ensure engagement with voluntary sector organisations. Awaiting outcome from County Council on the consultation on the withdrawal of the discretionary grants.	No change in Q3. Further actions updated to advise the Council is awaiting the outcome of the consultation from Derby County Council.	Head of Cultural & Community Services	⟷

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SR13	**Reputational Damage**	• Litigation • Breakdown in partnership • Whistle blowing • Freedom of Information • Inconsistent decision making • Poor media relations • Poor performance • Failure to provide services • Poor business planning and consideration of financial implications • Regulator for Social Housing adverse judgement. • Information Commissioner findings. • Planning Inspectorate.	• Intervention • Loss of public confidence • Ombudsman findings • Court costs • Breakdown in partnership • Adverse publicity • Lower satisfaction levels • Low moral • Difficulties recruiting staff • Inadequate budget provision, inappropriate financial decisions made	4	3	12	• Employment Policies and Procedures in place. • Code of Corporate Governance. • Council Constitution. • Elected Member Code of Conduct. • Employee Code of Conduct. • Social Media Policy. • Quarterly performance reports to Committee. • Fortnightly meeting of Leadership Team and with leading Elected Members. • Council Plan 2024-28. • Service Plans for each service area. • Whistleblowing Procedure review completed. • Agreements in place with strategic partnerships. • Internal communications resource who monitor and protect the Council's reputation. • Contracts in place with third parties delivering services on behalf of the Council. • Regular meetings with partners and contractors. • Medium Term Finance Plan and Strategy. • Annual budget reviews across all services. • Appointment has been made to the Communications and employment Manager post and starts on 7 January 2025 alongside additional resources secured.	2	3	6	Communication and Engagement Strategy to be developed (Q4) Temporary resources in the Communication and Engagement Team and recruitment to commence in new posts.	Mitigating actions updated to confirm appointment has been made to the Communications and Engagement Manager post and starts on 7 January 2025 alongside additional resources secured. The review of the Whistleblowing Procedure has been completed The mitigated risk likelihood has reduced from 3 to 2. The overall mitigated risk score has reduced from 9 to 6.	Executive Director – Law and People	

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SR14	**Death / serious harm to a vulnerable person receiving a council service.**	• Lack of adequate training of council staff or contractors. • Insufficient resources, including funding, staff or equipment. • Poor communication among council staff, contractors or with other agencies. • Inadequate assessment and planning. • Inadequate safeguarding policies. • Inadequate use of technology causing delays. • Natural disasters or emergencies.	• Increased risk of harm or neglect for vulnerable individuals.	3	4	12	• Safeguarding training provided to employees. • Each service area completes annual service plan to identify training and resources required. • Annual appraisals completed. • Service areas are responsible for providing appropriate training for staff. • Health and safety advice provided to services • Cross team briefings are held and with external partners on cases. • Corporate Safeguarding Group • Dedicated Corporate Safeguarding Officer and Leadership Team Lead. • Lone working arrangements and PPE provision reviewed, additional training and resources provided.	2	4	8		The mitigating actions have been updated to confirm the review of lone working arrangements and the provision of PPE for employees has been reviewed with additional training and resources provided.	Chief Executive	

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SR15	**Failure to meet Regulatory Standards for Housing**	• Lack of investment in infrastructure. • Insufficient financial resources. • Poor governance & strategic oversight • Operational capacity issues • Supply chain and contractor limitations.	• Legal penalties & fines • Reputational damage • Tenant health and safety risks • Higher maintenance and repairs costs • Tenant dissatisfaction • Regulatory intervention • Loss of funding – non-compliance may result in reduced government grants. • Deterioration in regulatory standing.	4	4	16	• The Council are on the Regulator of Social Housing (RSH) Landlord Improvement Framework. • Additional resources have been secured to support Housing compliance. • The Housing Transformation Plan is included in the Council Plan and is in the process of being mobilised to progress as a corporate project. • Monthly meetings take place with the RSH and an action log is maintained to map progress on key areas. • Progress is tracked via the compliance tracker which is shared with the Housing Working Group and Regulator of Social Housing (RSH). • The Housing Service review with iESE implementation is ongoing. • Stock condition surveys underway with current position at 47% of stock (and due to be 100% complete by March 2025). • The second tenant satisfaction measures (TSM) survey on track. • Members are updated via the Housing Working Group. • Standing agenda item at Leading Members.	2	4	8	Finalise governance arrangements for project. Conclude Stock Condition Surveys. Analyse results of second TSM survey.	Q4 -new risk	Executive Director – Place and Prosperity	N/A - New for Q4.

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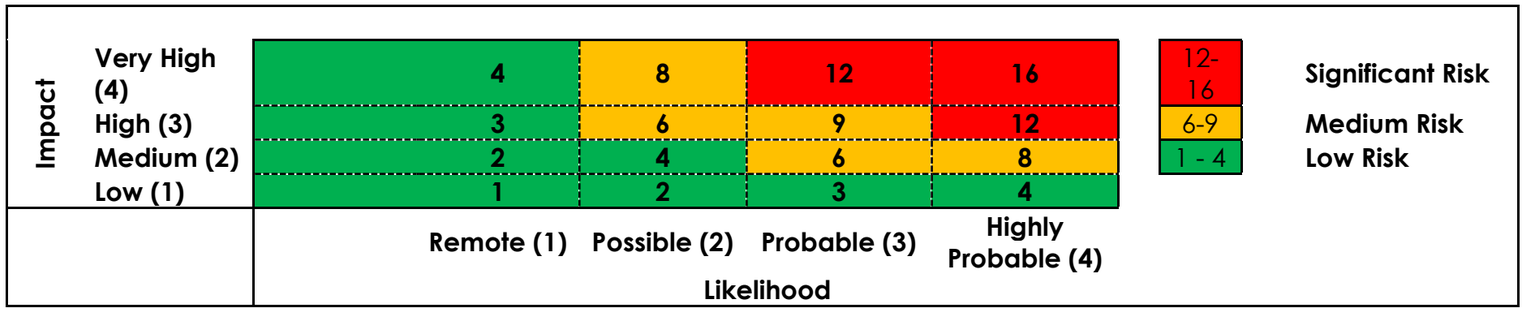
SR16	**Local Government Reorganisation**	• Devolution White Paper and requirements for two-tier areas to set out proposals for unitary councils	• Adverse impact on recruitment due to perceived/actual impact of Devolution / reorganisation. • Ability for the Council to continue to manage resources to deliver statutory services and projects	4	4	16	• Ongoing dialogue between Derbyshire Leaders and Chief Executives.	4	3	12		Q4 - new		New for Q4.

Risk Matrix Template

The table below outlines how the impact and likelihood of the risk is scored using the threshold and description as guidance.



Impact	Thresholds and Description
1 – Low	Limited impact on service objectives if any, section objectives unlikely to be met, financial loss less than £10,000, no media attention
2 – Medium	Slight delay in achievement of service objectives, minor injuries, financial loss over £50,000, adverse local media attention, breaches of local procedures
3 – High	Significant threat to Council objectives. Non-statutory duties not achieved, permanent injury, financial loss over £100,000, negative national media attention, litigation expected, serious issues raised through inspection, breakdown of confidence of partners.
4 – Very high	Objectives cannot be delivered. Statutory duties not achieved, death, financial loss over £500,000, adverse national media attention, litigation almost certain, prosecutions, breaches of law, inspection highlights inadequate service, Council unable to work with partner organisation
Likelihood	**Thresholds and Description**
1 – Remote	May occur only in exceptional circumstances (e.g. once in 10 years)
2 – Possible	Unlikely to occur but could at some time (e.g. once in three years)
3 – Probable (in two years)	Fairly likely to occur at some time or under certain circumstances (e.g. once in two years)
4 – Highly probable (in 12 months)	Will probably occur at some time or in most circumstances (e.g. once in 12 months)

Strategic Risk Register Risk Matrix

The below table summarises the risk likelihood and impact for risks after controls have been put in place to mitigate the risk.