

# Corporate Risk Register

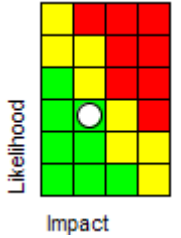
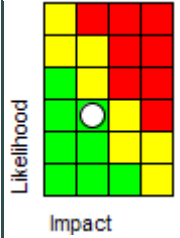
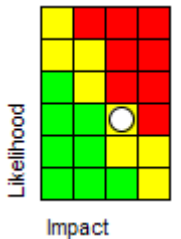
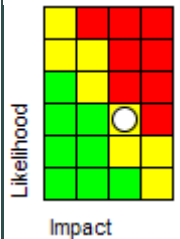
Reviewed 16<sup>th</sup> November, 2021

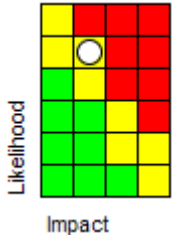
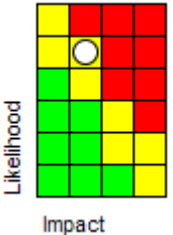


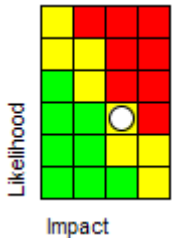
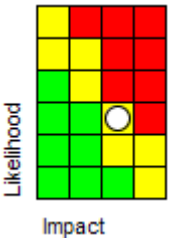
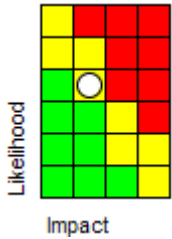
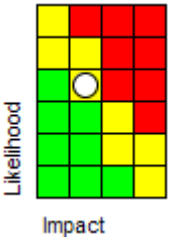
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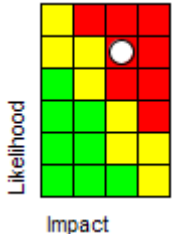
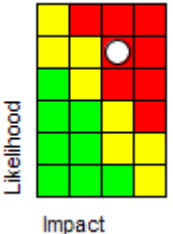
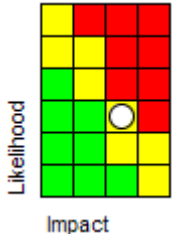
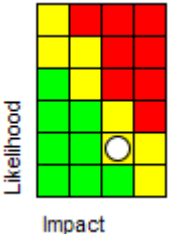
## Financial

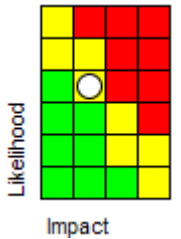
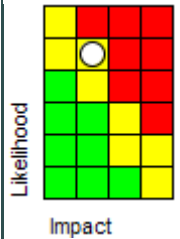
Title	Current Risk Matrix	Year End 2020/21 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Ability to identify savings required by MTFS			Constant	<ul style="list-style-type: none"> <li>• Council cannot fund full range of services in future</li> <li>• Pressure on General Fund reserves</li> </ul>	CLT and Cabinet work together to identify savings and income generation opportunities and to consider use of reserves in setting the budget for each year	Pete Hudson	CLT/Cabinet Budget Workshop meetings continue to take place to identify potential savings and income generation opportunities. The Base Budget Review undertaken in September identified £550k savings towards the funding gap. A number of Service Reviews are ongoing which are expected to deliver further savings, including some aligned to the DST programme. Portfolio Holders have been tasked with identifying potential	04-Oct-2021

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							Options for Change for their own portfolio services. Towards the end of the calendar year consideration will be given to the extent that reserves may be used to smooth the delivery of future savings.	
Business Rates appeals within forecast			Constant	Negative impact a MTFS ; further savings required	A prudent approach is taken to estimating likely successful appeals.	Diane Mitchell; Craig Scott	The Business Rates Appeals provision for 2021-22 was set based upon a careful assessment of outstanding appeals, taking into account as far as possible, new Appeals received during 2021-22. The Appeals provision is more than sufficient to cover the expected successful appeals during 2021-22.	01-Oct-2021
Level of central government funding 2020 onwards			Constant	Negative impact a MTFS ; further savings required	The Council will contribute to any consultation when proposals are announced, emphasising the need for resources to be allocated to deprived areas.	Pete Hudson	The 2021 Spending Round (SR) is imminently expected. It is currently unclear whether this will be a multi-year SR. Even if it is a multi-year SR there is a high probability that it will again be a one year settlement. Once clarity is	04-Oct-2021

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							received this will be factored into the MTFS. The Settlement for 2022/23 is unlikely to include the impact of the Fair Funding Review and changes to Business Rates and as such the reduced level of funding originally included in the MTFS for 2022/23 is likely to be pushed back until 2023/24.	
Introduction of Universal Credit			Constant	<ul style="list-style-type: none"> <li>Potential loss of HRA rental income if tenants receiving UC choose not to pay their rent e.g. they spend this on elsewhere.</li> </ul>	<ul style="list-style-type: none"> <li>The CAB operates an agency agreement with the DWP to assist residents who wish to claim UC. The Council has referral arrangements in place with the CAB.</li> <li>Income Officers within the Income Team have all been trained to deal with UC cases.</li> <li>There is a formalised internal process for</li> </ul>	Martin Guest; Nicky Moss; Paul Parkinson; Jade Simmonds	The controls have been reviewed and updated. They are monitored closely to ensure effectiveness	04-Oct-2021

Title	Current Risk Matrix	Year End 2020/21 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
					managing UC cases			
Commercial property investment			Constant	<ul style="list-style-type: none"> <li>• In alignment with Savings Strategy – expected reduced trading service costs/ increase income not realised</li> <li>• Reputational impact of trading services performing inconsistently with Council values</li> <li>• Alienation of customer base</li> </ul>	<ul style="list-style-type: none"> <li>• Robust monitoring arrangements for portfolio – stability of tenant, stability of market and macro economics</li> <li>• Ensure adequate lease length (greater than 7 years)</li> <li>• Ensure tenant has good financial standing and passes regular credit analysis (D+B)</li> <li>• Property reserve to offset short term voids</li> </ul>	Pete Hudson	All tenants, with the exception of the Hotel, are currently paying their rents and it is not envisaged this will change into the future. The agreement with the Hotel is that they would pay 10% of turnover which to date has been minimal. This loss of income is being mitigated through Covid funding. In accordance with the Council's revised Capital and Investment Strategies no further Investment Property acquisitions have taken place since April 2021.	04-Oct-2021
Idlewells Shopping Centre – Potential for Business Owners (Elandi) in Administration			Constant	<p>Centre closure / reduced offer:</p> <p>Economic – loss of income from business rates</p> <p>Economic – reduced rental income from Indoor market</p> <p>Economic – Employment offer</p>	Working relationship with Centre's management team ensuring fully aware of financial position as far as reasonably practical	Trevor Middleton	Met with Markets manager 24th September. shopping centre still operating as business as usual and actively seeking traders.	01-Oct-2021
							Centre celebrates 50 years trading Mid November	

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				reduced Economic – Centre in decline / wider investment through Towns fund Physical – maintenance and repairs issues indoor market				
Sustainability of HRA business plan and ability to invest in current and new stock			Constant	<p>Inability to provide services and meet regulatory requirements</p> <p>Inability to build new housing stock</p> <p>Inability to cross fund general fund services</p>	<ul style="list-style-type: none"> <li>Regular review of HRA 30 Year Business Plan</li> <li>White Paper Action Plan</li> </ul>	Phil Warrington	Risk remains high. Ongoing work to understand cost implications of new regulations.	01-Oct-2021
Ability to deliver Towns Fund and Future High Streets Programme			Slightly increasing, remains medium	<p>Opportunity lost to regenerate and re-purpose town centres and local centres</p> <p>Reputational damage</p>	<ul style="list-style-type: none"> <li>Specialists will be appointed to support business case development for Towns Fund projects</li> <li>Future High Streets Fund and Towns Fund delivery monitored through Pentana, Regen.</li> </ul>	Sarah Daniel	All the detailed programme risks are set out in a specific programme risk register, including mitigating actions, which is regularly monitored. Project risk registers are being developed Specialists have been appointed for 12 business cases with the remaining	08-Oct-2021

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					Board and Discover Ashfield Board. Monthly reports to CLT and Leadership <ul style="list-style-type: none"> <li>Team structure reviewed to ensure sufficient resource</li> </ul>		five to be appointed in November. A new Regeneration Officer post is out to advert and a new Client Support Officer role is to be taken through the job evaluation process.	
Loss / delays in receipt of key income sources (Business Rates, Council Tax, Housing and Investment Property Rents)			Slightly reducing, remains medium	Loss of income – increased write offs. Delays in receiving income leading to potential cashflow issues. Increased debt management and recovery costs. Potential impact on payment of preceptors and having sufficient income to meet cost obligations as they fall due.	<ul style="list-style-type: none"> <li>Government deferral of paying Central Business Rates contribution until end of June 2020.</li> <li>Reserve to cushion delays in payment of Investment Property income. Arrangements in place with some Investment Property tenants re agreed delays in rent income. (Exceptions basis only). Currently expected that all accounts will be up to date by 31/03/21.</li> <li>Healthy HRA balances to manage</li> </ul>	Pete Hudson	The impact of the pandemic will continue to see permanent reductions in some income sources and delays in income receipts. This is monitored on an ongoing basis and key impacts reported through to CLT and Cabinet via Financial Monitoring reports. CIWG also receives regular update reports regarding Investment and Commercial Property income performance with twice yearly reports to Audit Committee. Any significant permanent loss of income will be reflected in updates to the MTFS.	04-Oct-2021

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					<p>short term cashflow issues from reductions/delays in housing rent</p> <ul style="list-style-type: none"> <li>• Option to scale back costs associated with non-critical functions.</li> </ul>			

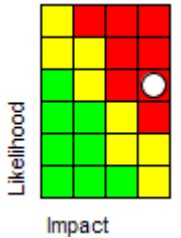
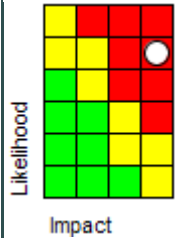
## Legal & Regulatory Risk

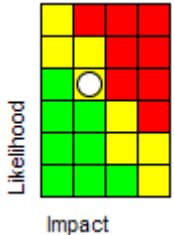
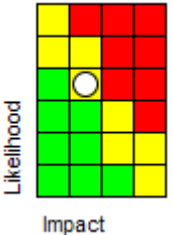
Title	Current Risk Matrix	Year End 2020/21 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Ethical Governance - ability to implement changes to the Members' Code of Conduct and recommendations of the Committee on Standards in Public Life (CSPL) and Peer Challenge			Constant	<ul style="list-style-type: none"> <li>• Significant resource to deal with implications of proposed Code of Conduct changes.</li> <li>• Significant resource to deal with implications of implementing the recommendation of the CSPL</li> <li>• Potential for negative perception of the Council which impacts upon the Council's reputation</li> <li>• Potential for adverse impact upon the workings of the Council</li> <li>• Without new</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing work by the Standards and Personnel Appeals Committee in relation to the the Committee on Standards in Public Life - report on Local Government Ethical Standards</li> <li>• Members received training regarding the Code of Conduct, their behaviours and roles and responsibilities as part of the induction in May 2019. In line with the Corporate Peer Challenge recommendation further training will be organised.</li> <li>• Present Quarterly Complaint</li> </ul>	Ruth Dennis; Michael Joy	<p>Present Quarterly Complaint Monitoring reports to Standards and Personnel (Appeals) Committee</p> <p>Reports relating to the Committee on Standards in Public Life - report on Local Government Ethical Standards were presented to Committee in March 2019, July 2019 and October 2019, July 2020, December 2020, March 2021.</p> <p>The Standards and Personnel Appeals Committee approved its 2021/22 work programme at its meeting in June 2021. The Work Plan includes an ongoing action to implement the CSPL Best Practice Recommendations.</p>	05-Oct-2021

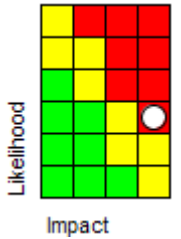
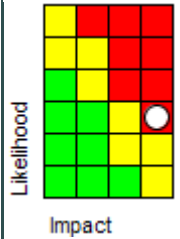
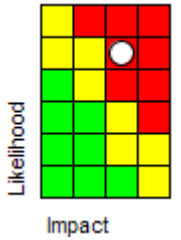
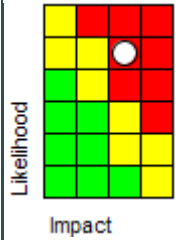


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				legislation does not provide holistic response to the recommendation of the CSPL	<p>Monitoring reports to Standards and Personnel (Appeals) Committee</p> <ul style="list-style-type: none"> <li>• Responding to the LGA's consultation on its draft Model Code of Conduct.</li> </ul>		<p>A working group of the Members of Committee has met on two occasions in order to carry out further development work regarding the Best Practice Recommendations. Further working group sessions will take place before presenting items for approval at the next Committee meeting in December 2021.</p> <p>The Committee in March 2021 recommended a revised Code of Conduct to the Council AGM. The Council at its AGM on 20 May 2021 approved the revised Code which incorporates elements of the LGA Model Code. The roll out of the new Code will now take place including revised training for Members and relevant Officers along with information on the Website</p>	

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							<p>and Intranet. Discussions are underway with the LGA for it to potentially facilitating the training.</p> <p>The Corporate Peer Challenge team has recommended training for Members and Officers in relation to the roles and responsibilities of Members and officers. A report was presented to the Committee on 30 June to begin refreshing the existing Members' Development Strategy. SOLACE is currently facilitating training with Cabinet Members in the first instance regarding their roles and responsibilities.</p>	
Ability to achieve efficiencies and compliance from procurement reviews /			Decreasing	<ul style="list-style-type: none"> <li>• Penalties for non-compliance with legislation</li> <li>• Inability to meet MTFS savings targets if</li> </ul>	<ul style="list-style-type: none"> <li>• Agreement of a new Procurement Strategy setting out clear guidance for spending managers</li> <li>• Particular emphasis</li> </ul>	Chris Clarke	The risk has decreased as the implementation of the review recommendations is underway.	01-Oct-2021

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improvement				procurement savings not achieved	<p>on small value procurement (under £25k) to ensure that the Council has legally compliant processes in place</p> <ul style="list-style-type: none"> <li>Review of Procurement Arrangements (Shared Procurement Unit) to ensure objectives are being met</li> </ul>			
Having an adopted LDF / Local Plan			Decreasing	<ul style="list-style-type: none"> <li>Diminish ability to stimulate economic growth</li> <li>Increase likelihood of a developer lead approach to devt.</li> <li>Maximises potential for a significant award of costs against the authority</li> <li>Local Plan now at preferred approach. Need to publish next stage. Failure</li> </ul>	<ul style="list-style-type: none"> <li>Regular engagement with Members to bring them on board</li> <li>Keeping abreast of latest challenges; work with Planning Advisory Service and Planning Inspectorate</li> <li>Keeping a clear audit trail of engagements with developers and consultees</li> <li>work with Elected Members to address</li> </ul>	Christine Sarris	Local Plan consultation published, Local Development Scheme published – now awaiting responses and then will collate and move forward as per the timetable.	05-Oct-2021

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				to achieve will set back timetable. • If plan requires subsequent revision, will add delays.	<ul style="list-style-type: none"> <li>concerns</li> <li>Provide professional guidance</li> </ul>			
Risk of Government's Waste strategy setting unattainable targets around recycling and service provision. Including the requirement to provide free garden waste service and separate food waste collections			Constant	<ul style="list-style-type: none"> <li>potential fines from EU</li> <li>reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>Discussions with County regarding innovative options is ongoing</li> <li>Development of Scrutiny review in September 2016</li> </ul>	Alastair Blunkett	The Environment Bill has yet to reach its final stages within Parliament having recently gone through the House of Lords with a number of amendments which are like to delay its Royal Assent. Uncertainty remains around mandatory free garden waste collections, discussions continue with other District Councils and the County on how mandatory food waste collection will take place within Nottinghamshire. As yet there are no clear timescales around when any changes will be required to be implemented or how the Council will be financially compensated.	07-Oct-2021

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Planning appeals			Constant	surpass the 10% limit and end up in special measures	Councillor training, Officer training & monitoring	Christine Sarris	The planning appeals are continuously monitored. We are currently awaiting the outcome of the Ashlands Rd appeal which will influence risk moving forward. Officers work with members to inform them of the impacts of decision in terms of both costs and also potential interventions if performance targets are not met. Still contesting the costs for the Millers way appeal as this has a significant economic impact	29-Nov-2021
Ability to meet statutory obligation process timescales (eg gas servicing)			Constant	Loss of life through explosion or carbon monoxide Reportable breach to Housing Regulator Govt intervention and/or corporate manslaughter	Following current Govt guidelines in terms of evidencing all 'refusals' Tenants provided with safety leaflet relating to CO Weekly report to Housing Regulator	Chris Clipstone; Richard Davis	Due to the Coronavirus Pandemic a number of changes have been made to the Property Health and Safety Check / Service processes to adapt to the current situation. As a consequence of the Government's guidelines on social distancing / shielding and self isolation periods etc. there will be a number of gas services	01-Oct-2021

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							<p>which have not been completed prior to the anniversary date.</p> <p>This is following the decision not to follow our usual processes to gain entry into a property whereby a Tenant does not wish to allow access to their home due to their interpretation of the Government's guidelines in relation to social distancing and shielding etc. We will also not enter a property where a Tenant has tested positive or is self-isolating due to symptoms etc.</p> <p>The decision associated with this revised gas servicing process is detailed in the following ODR:</p> <p>HAA-TEC/RD-ODR183</p> <p>Whereby we are refused</p>	

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							access we will work with the Tenant and advise them of the importance of the gas service and the precautions that we can undertake to minimise any potential risk.	
Ability to comply with the regulatory regime set out by the Regulator of Social Housing			Constant	<ul style="list-style-type: none"> <li>• Health and Safety prosecutions.</li> <li>• Appearing on the Regulator of Social housing's 'Watch List'.</li> <li>• Regulator Inspections.</li> <li>• Inspection downgrade following inspections.</li> <li>• Regulatory downgrade from current status.</li> <li>• Unlimited fines.</li> <li>• Removal of the Housing Stock.</li> <li>• Reputational damage to the Council.</li> </ul>	<ul style="list-style-type: none"> <li>. Monthly updates at DMT against the Housing and Asset Corporate Risks to identify early warning indicators and tolerances</li> <li>. Monthly review/updates against Social Housing White Paper Action Plan</li> <li>. Quarterly reports on performance on Complaints</li> <li>. Monthly updates to DMT on determinations from the Housing Ombudsman and failings from the Regulator of Social Housing for the sector</li> <li>. Quarterly updates on</li> </ul>	Nicky Moss	<p>The controls have been reviewed and remain the same.</p> <p>A white paper action plan is in place to manage this risk</p>	04-Oct-2021

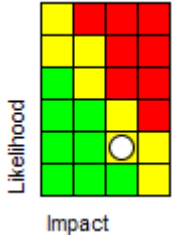
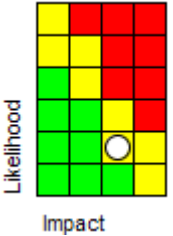
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					our position against Regulatory Consumer Standards . Quarterly key performance indicator report . Quarterly review of Tenant Satisfaction Measures . Quarterly FLEGAL update report			



Legal & Regulatory Risk; Service Delivery

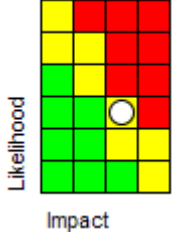
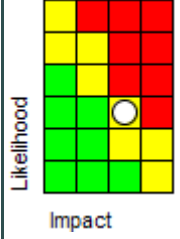
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Legal Services – Lack of Staffing Resources and Disruption Caused by Exiting Shared Service		New Risk		<p>1.Lack of staffing resources and disruption caused by the transition period involved in exiting the Legal Shared Service in early 2022</p> <p>2. Could critically jeopardise the effective delivery of key projects by the Council</p> <p>3.Impact on day to day activities of the Council which require legal support.</p>	<ul style="list-style-type: none"> <li>to implement new structure in accordance with Council process</li> <li>Joint Exit Plan with MDC</li> <li>Develop detailed Risk Register as part of Exit Plan</li> <li>Regular project meetings with MDC regarding Exit</li> <li>Transition Plan (ADC) to be developed</li> <li>Use of Communications Plan</li> </ul>	Ruth Dennis	<p>1. Agreed early exit date with MDC</p> <p>2. Cabinet Report regarding exiting shared service (7 December) and setting up in house team</p> <p>3. Interim staffing – fixed term contracts; locums</p> <p>4. Regular review of priority workloads Use of external legal resources as necessary</p>	07–Oct–2021

Reputational

Title	Current Risk Matrix	Year End 2020/21 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Leisure Centre - Ability to complete the project on time, within budget and within scope			Constant	Reputational damage Delay on delivery benefits	Project programme established, with realistic timescales set, allowing for delays. Regular meetings held with project group where programme is monitored. When construction starts progress will be reviewed at fortnightly site meetings and monthly Steering Group meetings. Liquidated damages included in contract documents. Contractor required to produce detailed programme of works and to produce action plan to rectify delay if work falls behind programme. Reputational Damage due to cost/ time overrun and all Publicity	Theresa Hodgkinson; Darowen Jones	The project remains on programme with good progress including superstructure and concrete pours.	04-Oct-2021

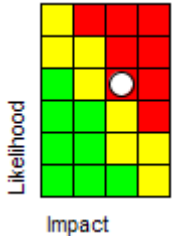
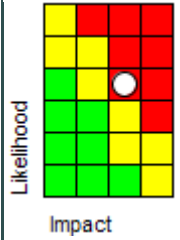
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					and contact with media to be managed by Corporate Communications section. Project manager being appointed to ensure that the project is kept to programme and costs.			

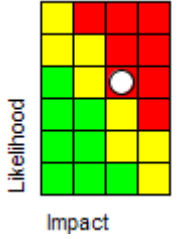
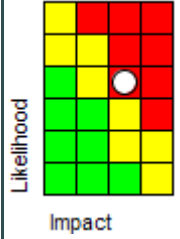
Service Delivery

Title	Current Risk Matrix	Year End 2020/21 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Levels of sickness absence			Constant	<ul style="list-style-type: none"> <li>• Productivity</li> <li>• Financial</li> <li>• Employee morale</li> <li>• Service delivery</li> <li>• Remaining staff placed under increased pressure</li> <li>• Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>• Robust management of sickness absence procedures by managers and robust procedures – Revised Absence Mgt Policy implemented</li> <li>• Effective monitoring – monthly monitoring reports highlighting service area absence to assist CMG and managers in absence management</li> <li>• Employee support mechanisms – Employee assistance programme implemented</li> <li>• Appropriate occupational health support – Occupational Health</li> </ul>	Kate Hill; Nikki Morris	<p>Management reports are provided by HR on a monthly basis to CLT/managers/unions supplemented by an additional Director/HR monitoring meeting on reviewing directorate compliance with attendance management policy.</p> <p>HR produce an annual report which is presented to CLT, detailing absence levels, absence reasons, split between short and long term absence, costs of absence, Occupational Health and mitigating actions taken to address absence. Presented in June 2021.</p> <p>HR also attend CLT on a quarterly basis of which Attendance Management is</p>	07-Oct-2021

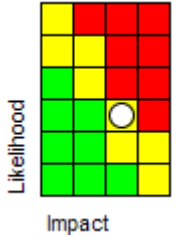
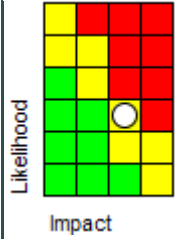
Title	Current Risk Matrix	Year End 2020/21 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
					provision reviewed		included in the HR Managers briefing  Currently the Authority is under target	
Ability to Support and Safeguard Vulnerable people			reduced	<ul style="list-style-type: none"> <li>Life may be in danger, risk of major injury, further abuse or severe physical and mental health impacts</li> <li>Reputational damage to the Council</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Vulnerability and Safeguarding Working Groups meets quarterly to discuss legislative changes to Safeguarding practice</li> <li>Mandatory training provided to all employees on Safeguarding</li> <li>Tri-X Safeguarding Policy available to employees</li> <li>Safeguarding information available on the intranet for all employees.</li> <li>Named safeguarding lead contacts available within the</li> </ul>	Nicky Moss	<p>The controls remain the same.</p> <p>There is an action plan in place for Corporate Safeguarding which will mitigate the risks.</p>	04-Nov-2021

Title	Current Risk Matrix	Year End 2020/21 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
					<p>Council</p> <ul style="list-style-type: none"> <li>• Formal mechanisms in place to record and monitor referrals to manage reported cases and support and safeguard vulnerable people.</li> <li>• Terms of reference in place for the Working Group – wide membership across the Council</li> <li>• Corporate Leadership Team (CLT) is kept informed through a twice yearly annual tracker</li> <li>• Corporate Safeguarding Lead for the Council is a member of the Nottinghamshire Safeguarding Partnership</li> <li>• Action Plan in place which covers all</li> </ul>			

Title	Current Risk Matrix	Year End 2020/21 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
					<ul style="list-style-type: none"> <li>aspects of safeguarding</li> <li>Safeguarding Audits undertaken – last Audit 2019</li> </ul>			
Workforce planning - ability to recruit and/or retain filled position to critical posts			Constant	Inability to provide critical service functions including statutory services whilst vacant Negative impact on delivery of critical functions that directly affect Corporate Plan priorities,, productivity, MTFS	<ul style="list-style-type: none"> <li>Implementation of Workforce Plan</li> <li>Identify Critical Posts and implement strategic plan to mitigate against risks of failure to recruit/retain quality staff to these positions</li> </ul>	Craig Bonar	<p>Vacancies, recruitment and retention to critical posts including use of Market Supplements Policy continues to be monitored. October 21-2% of full Establishment identified as embedded hard to recruit critical posts.</p> <p>Work continues with LGA to support managers in exploring and implementing workforce planning strategies involving succession planning, apprentices, graduates, 'grow your own' temporary and long-term use of external capacity and expertise.</p> <p>Project initiated to review current approaches to</p>	15-Nov-2021

Title	Current Risk Matrix	Year End 2020/21 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
							<p>recruitment and selection to enhance Council as an Employer of Choice.</p> <p>Due to national labour shortages and pressures affecting all markets at all levels, East Midlands Councils have reintroduced the Pay and Rewards working group to support Council's in underpinning their workforce plans. Additionally, the Council has commissioned an external sense check of its pay and rewards structure against current/projected market changes and also equality proofing.</p>	
Potential impact upon resource levels and capacity due to COVID 19			Constant	<p>Ability to maintain service delivery both Essential Services and others</p> <p>Reduction in sufficient skills</p> <p>Reduced ability to</p> <p>Reduced ability to recruit</p>	Maintain/update priority list of essential services	Karen Barke	<p>Current level to be maintained with restrictions lifted on the 19th July and revised isolation rules in August. Currently the Delta variant is a more contagious strain of COVID-19 which is impacting on Covid cases</p>	06-Sep-2021



Title	Current Risk Matrix	Year End 2020/21 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
							and currently Ashfield does have above average number of cases whilst this is currently manageable it is kept under review	
Ability to maintain service delivery due to absence levels related to COVID 19			Constant	<ul style="list-style-type: none"> <li>Inability to provide all Essential Services</li> <li>Impact on the employees especially those on designated long term self-isolation</li> </ul>	<ul style="list-style-type: none"> <li>Maintain Sit Rep reports to assess levels of Covid related absence and identify 'red flags</li> <li>Robust management of swab testing arrangements for key workers when required</li> </ul>	Karen Barke	Whilst the risk has remained the same the R rate is reducing in the area which could continue to impact in service areas especially in relation to employees self-isolating if they have not been double vaccinated. With continued testing in order to ascertain those who are A-symptomatic there is a likelihood that this could increase numbers in addition the current strain of COVID-19 is more contagious. However, with increased number of employees vaccinated this would hopefully start to impact on case numbers	05-Oct-2021

Strategic

Title	Current Risk Matrix	Year End 2020/21 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Temporary Accommodation – sufficient units to meet demand			Constant	<ul style="list-style-type: none"> <li>Finance – higher bed and breakfast costs</li> <li>Statute – failure to meet statutory duty</li> </ul>	<ul style="list-style-type: none"> <li>Filter in more properties as become available through tenancy voids.</li> <li>Find additional resource to manage properties</li> </ul>	Phil Warrington	Added capacity being worked on for peak winter months. no change to risk level	01-Oct-2021
Effective Strategic Leadership of a Robust Coronavirus recovery plan			Reducing	<p>Failure to have effective recovery plans in place</p> <p>Failure to maximise partnerships and work with third sector to mitigate against Covid impact</p> <p>Failure to review and prioritise key actions and activities to support recovery</p> <p>Ineffective allocation of capacity and resources</p> <p>Failure to</p>	<ul style="list-style-type: none"> <li>CLT to act as ADC Recovery Plan drivers</li> <li>Weekly recovery update to CLT and Leadership meeting</li> <li>Ensuring suitable representation and input in LRF- Recovery Planning and Groups</li> </ul>	Craig Bonar	<p>CLT continues to weekly monitor/discuss Covid Response &amp; Recovery.</p> <p>Covid-Scrutiny &amp; Overview panel continues to oversee impacts and recovery actions.</p> <p>Director-Legal and Governance continue to attend Nott's and Nottingham LRF Recovery Coordination group</p> <p>Covid Recovery continues to be on the Corporate Risk Plan</p>	07-Oct-2021

Title	Current Risk Matrix	Year End 2020/21 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
				embed new ways of working and delivery models				