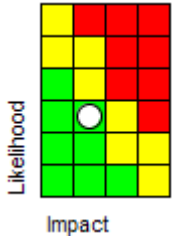
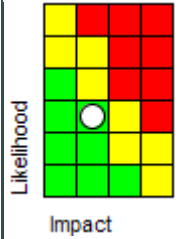
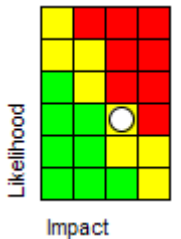
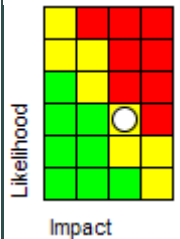


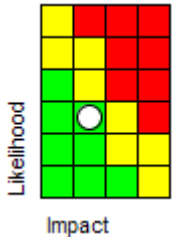

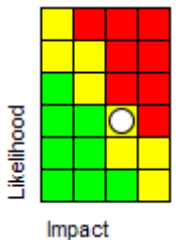
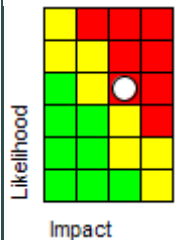
Corporate Risk Register

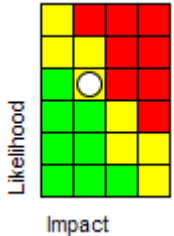
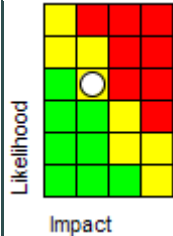
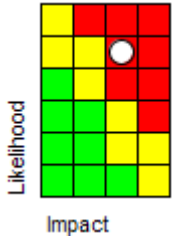



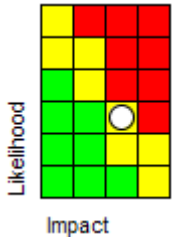
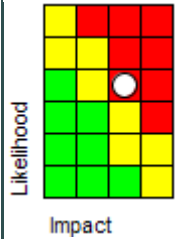
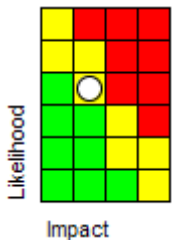
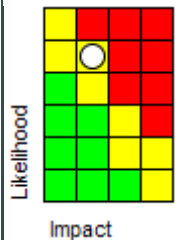
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Financial								
Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Ability to identify savings required by MTFS			Constant	<ul style="list-style-type: none"> • Council cannot fund full range of services in future • Pressure on General Fund reserves 	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	The Council is able to set a balanced budget for 2022/23 without the need to draw down any of its General Reserve. The one year financial settlement from Government for 2022/23 does make medium term financial planning more difficult, particularly now that the future operation of the Business Rates system is to be reconsidered. However, there is expected to be a significant financial challenge beyond 2022/23	26-Jan-2022

Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
							and CLT and Cabinet will continue throughout the year with the 6 weekly Budget Workshops to identify and consider savings and efficiencies to address the future financial challenges.	
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.	06-Jan-2022
Level of central government funding 2022 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	As per email request from Pete Hudson, title changed to reflect 2022 onwards	26-Jan-2022

Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Introduction of Universal Credit			Reduced to low	<ul style="list-style-type: none"> • Potential loss of HRA rental income if tenants receiving UC choose not to pay their rent e.g. they spend this on elsewhere. 	<p>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.</p> <p>; Income Officers within the Income Team have all been trained to deal with UC cases.</p> <p>; There is a formalised internal process for managing UC cases</p>	Nicky Moss; Paul Parkinson;	The transition from Housing Benefit to Universal Credit is embedded now and appropriate processes are in place to manage cases. Managed migration of UC cases is expected in the future (no date confirmed but pilots are underway). It is likely that we only receive 4 weeks' notice.	08-Mar-2022
Commercial property investment			Reduced to medium	<ul style="list-style-type: none"> • In alignment with Savings Strategy – expected reduced trading service costs/ increase income not realised • Reputational impact of trading services performing inconsistently with Council values • Alienation of customer base 	<p>Robust monitoring arrangements for portfolio – stability of tenant, stability of market and macro economics</p> <p>; Ensure adequate lease length (greater than 7 years)</p> <p>; Ensure tenant has good financial standing and passes regular credit analysis (D+B)</p> <p>; Property reserve to</p>	Pete Hudson	All tenants, with the exception of the Hotel, continue to pay 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 fully mitigated through Covid funding.	26-Jan-2022

Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
					offset short term voids			
Idlewells Shopping Centre - Potential for Business Owners (Elandi) in Administration			Constant	Centre closure / reduced offer: Economic - loss of income from business rates Economic - reduced rental income from Indoor market Economic - Employment offer reduced Economic - Centre in decline / wider investment through Towns fund Physical - maintenance and repairs issues indoor market	Working relationship with Centre's management team ensuring fully aware of financial position as far as reasonably practical	Trevor Middleton	Working closely with Ashdown Philips to ensure our indoor market promotions work positively in conjunction with the retail offer of the shopping centre.	27-Jan-2022
Sustainability of HRA business plan and ability to invest in current and new stock			Constant	Inability to provide services and meet regulatory requirements Inability to build new housing stock Inability to cross fund general fund services	Regular review of HRA 30 Year Business Plan White Paper Action Plan	Phil Warrington	No change to risk. Business Plan under regular review. Additional H&S related costs relating to new regs currently being worked on.	04-Jan-2022

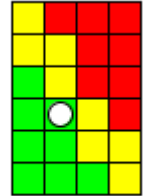
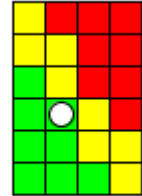
Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Ability to deliver Towns Fund and Future High Streets Programme			Reduced to medium	<p>Opportunity lost to regenerate and re-purpose town centres and local centres</p> <p>Reputational damage</p>	<p>Specialists will be appointed to support business case development for Towns Fund and Future High Streets Funding projects ; Future High Streets Fund and Towns Fund delivery monitored through Pentana, Regen, Board and Discover Ashfield Board ; Team structure being reviewed to ensure sufficient resource</p>	Sarah Daniel	Agreed at CLT to increase the consultancy resource so the risk will reduce.	25-Jan-2022
Loss / delays in receipt of key income sources (Business Rates, Council Tax, Housing and Investment Property Rents)			reducing	<p>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</p>	<p>Government deferral of paying Central Business Rates contribution until end of June 2020. ; 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</p>	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	26-Jan-2022

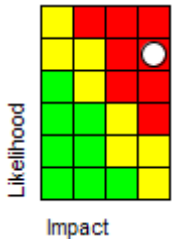
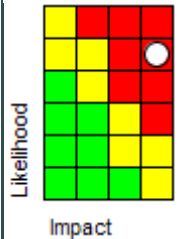
Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
				cost obligations as they fall due.	all accounts will be up to date by 31/03/21. ; Healthy HRA balances to manage short term cashflow issues from reductions/delays in housing rent ; Option to scale back costs associated with non-critical functions.		income performance with twice yearly reports to Audit Committee. Any significant permanent loss of income will be reflected in updates to the MTFS. The 2021/22 income loss on the Hotel Investment Property is fully mitigated through the use of the Council's Covid funding. .	

Legal & Regulatory Risk

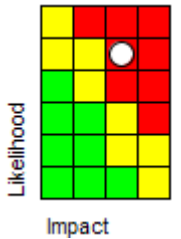
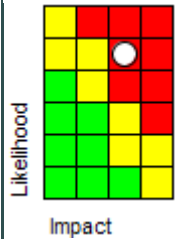
Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Ethical Governance - ability to implement changes to the Members' Code of Conduct and recommendations of the Committee on Standards in Public Life (CSPL) and Peer Challenge			Constant	<ul style="list-style-type: none"> • Significant resource to deal with implications of proposed Code of Conduct changes. • Significant resource to deal with implications of implementing the recommendation of the CSPL • Potential for negative perception of the Council which impacts upon the Council's reputation • Potential for adverse impact upon the workings of the Council • Without new 	<p>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 ; 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.</p> <p>; Present Quarterly Complaint Monitoring reports to Standards and Personnel (Appeals) Committee</p> <p>; Responding to the</p>	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. A further report will be presented at the March 2022 meeting.</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</p>	25-Jan-2022

Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
				legislation does not provide holistic response to the recommendation of the CSPL	LGA's consultation on its draft Model Code of Conduct.		<p>implement the CSPL Best Practice Recommendations. A working group of the Members of Committee has met on a number of occasions in order to carry out further development work regarding the Best Practice Recommendations. Items for approval were presented at the Committee meeting in December 2021 relating to use of resources and gifts and hospitality.</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</p>	

Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
							<p>information on the Website 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 revised Members' Development Strategy was approved in December 2021. 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 / improvement			Constant	<ul style="list-style-type: none"> Penalties for non-compliance with legislation Inability to meet MTFS savings targets if procurement savings not 	Agreement of a new Procurement Strategy setting out clear guidance for spending managers ; Particular emphasis on small value procurement (under	Chris Clarke	Recommendations of the review are being implemented and the training of staff in relation to contract management is underway. This should provide Officers with the skills to more effectively	15-Dec-2021

Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
				achieved	£25k) to ensure that the Council has legally compliant processes in place ; Review of Procurement Arrangements (Shared Procurement Unit) to ensure objectives are being met		manage contracts thus minimising under performance.	
Having an adopted LDF / Local Plan			Constant	<ul style="list-style-type: none"> • Diminish ability to stimulate economic growth • Increase likelihood of a developer lead approach to devt. • Maximises potential for a significant award of costs against the authority • Local Plan now at preferred approach. Need to publish next stage. Failure to achieve will set back timetable. • If plan requires 	Regular engagement with Members to bring them on board ; Keeping abreast of latest challenges; work with Planning Advisory Service and Planning Inspectorate ; Keeping a clear audit trail of engagements with developers and consultees ; work with Elected Members to address concerns ; Provide professional guidance	Christine Sarris	The situation is still waiting government response.	11-Mar-2022

Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
				subsequent revision, will add delays.				
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			Reduced to medium	<ul style="list-style-type: none"> potential fines from EU reputational damage 	Discussions with County regarding innovative options is ongoing ; Development of Scrutiny review in September 2016	Alastair Blunkett;	The Environment Bill 2021 has received Royal Assent however no Regulations have been published. The Government is yet to publish the response to a consultation that took place last may on consistency in recycling. No changes are expected for at least another 2 years at least.	16-Mar-2022
Planning appeals			constant	surpass the 10% limit and end up in special measures	Councillor training, Officer training & monitoring	Christine Sarris	<p>One appeal exists until 2022</p> <p>The planning appeals are continuously monitored. We are currently awaiting the outcome of the Ashlands Rd appeal which will influence risk moving</p>	11-Mar-2022

Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
							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	
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. Whereby a Tenant does not wish to allow access to their home due to their interpretation of social distancing and shielding, has tested positive or is self-isolating due to symptoms etc. then we will not enter the property to undertake this work.	10-Mar-2022

Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Ability to comply with the regulatory regime set out by the Regulator of Social Housing	<p>Likelihood</p> <p>Impact</p>	New march 2021	new	<ul style="list-style-type: none"> • Health and Safety prosecutions. • Appearing on the Regulator of Social housing's 'Watch List'. • Regulator Inspections. • Inspection downgrade following inspections. • Regulatory downgrade from current status. • Unlimited fines. • Removal of the Housing Stock. • Reputational damage to the Council. 	<ul style="list-style-type: none"> . Monthly updates at DMT against the Housing and Asset Corporate Risks to identify early warning indicators and tolerances . Monthly review/updates against Social Housing White Paper Action Plan . Quarterly reports on performance on Complaints . Monthly updates to DMT on determinations from the Housing Ombudsman and failings from the Regulator of Social Housing for the sector . Quarterly updates on our position against Regulatory Consumer Standards . Quarterly key performance indicator report . Quarterly review of 	Nicky Moss	Additional resources are being looked at as the new regulatory regime will require additional work within the Housing and Asset Directorate and support from other sections e.g. Performance Team.	10-Jan-2022

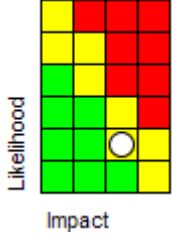
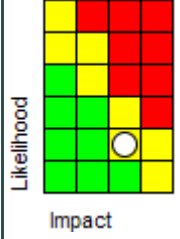
Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
					Tenant Satisfaction Measures . Quarterly FLEGAL update report			

Legal & Regulatory Risk; Service Delivery

Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Legal Services – Lack of Staffing Resources and Disruption Caused by Exiting Shared Service		new	new	<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>	<p>to implement new structure in accordance with Council process ; Joint Exit Plan with MDC</p> <p>; Develop detailed Risk Register as part of Exit Plan</p> <p>; Regular project meetings with MDC regarding Exit</p> <p>; Transition Plan (ADC) to be developed</p> <p>; Use of Communications Plan</p>	Ruth Dennis	A Project Group has been established with MDC to manage the exit from the shared service. The Group meets monthly. The aim is to agree an early exit date with MDC. A Cabinet Report regarding exiting the shared service was presented in December 2021 and Cabinet approved the establishment of an in house team. A new structure has been approved by the CEO and is currently in the process of implementation. Interviews for vacant roles took place week commencing 14 March. It has been agreed with MDC that the shared service will end on 30 June 2022. While the restructure takes place, interim staffing arrangements to fill vacancies within the budget	17-Mar-2022

Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
							<p>envelope are taking place with a mixture of fixed term contracts, locums and use of external legal resources.</p> <p>Weekly review of priority workloads is undertaken between the Director of Legal and Governance and Service Manager, Legal Services.</p>	

Reputational

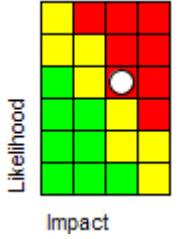
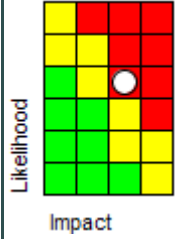
Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Leisure Centre - Ability to complete the project on time, within budget and within scope			Constant	Reputational damage Delay on delivery benefits	Project programme established, 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	<p>Project continues to deliver through challenging periods due to loss of workforce through COVID related absences.</p> <p>Construction onsite is progressing through the above challenges and utility connections are currently ongoing following some delays with statutory authorities.</p> <p>Project remains within it's financial parameters.</p> <p>Ongoing discussions with main contractor Kier with regards to COVID and Brexit related challenges.</p>	31-Jan-2022

Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
					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.			

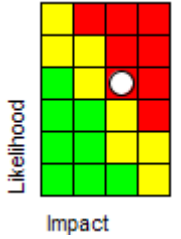
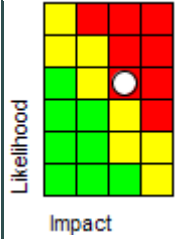
Service Delivery

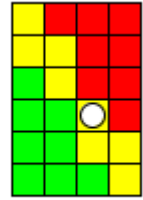
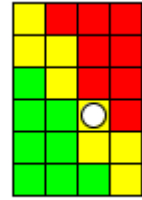
Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Levels of sickness absence			Constant	<ul style="list-style-type: none"> • Productivity • Financial • Employee morale • Service delivery • Remaining staff placed under increased pressure • Reputational damage 	Robust management of sickness absence procedures by managers and robust procedures – Revised Absence Mgt Policy implemented ; Effective monitoring – monthly monitoring reports highlighting service area absence to assist CMG and managers in absence management ; Employee support mechanisms – Employee assistance programme implemented ; Appropriate occupational health support – Occupational Health provision reviewed	Kate Hill; Nikki Morris	HR Advisers work closely with Line Managers to manage the sickness absence of employees. Occupational Health advice is sought to assist where applicable. Sickness Absence data reports are sent to managers on a monthly basis and HR Advisers attend quarterly meetings with Directors to look in further detail.	17-Jan-2022

Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Failure to Support and Safeguard Vulnerable people			Decreasing	<ul style="list-style-type: none"> Life may be in danger, risk of major injury, further abuse or severe physical and mental health impacts Reputational damage to the Council 	<p>Corporate Vulnerability and Safeguarding Working Groups meets quarterly to discuss legislative changes to Safeguarding practice ; Mandatory training provided to all employees on Safeguarding ; Tri-X Safeguarding Policy available to employees ; Safeguarding information available on the intranet for all employees. ; Named safeguarding lead contacts available within the Council ; Formal mechanisms in place to record and monitor referrals to manage reported cases and support and safeguard vulnerable people. ; Terms of reference in place for the Working</p>	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>	09-Nov-2021

Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
					<p>Group – wide membership across the Council</p> <p>; Corporate Leadership Team (CLT) is kept informed through a twice yearly annual tracker</p> <p>; Corporate Safeguarding Lead for the Council is a member of the Nottinghamshire Safeguarding Partnership</p> <p>; Action Plan in place which covers all aspects of safeguarding</p> <p>; Safeguarding Audits undertaken – last Audit 2019</p>			
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	Implementation of Workforce Plan ; Identify Critical Posts and implement strategic plan to mitigate against risks of failure to recruit/retain quality staff to these positions	Craig Bonar	Vacancies, recruitment and retention to critical posts including use of Market Supplements Policy continues to be monitored aligned to the national shortage of suitable candidates and pressures on all local authorities to	15-Mar-2022

Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
				Corporate Plan priorities,, productivity, MTFS			<p>recruit and retain</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 recruitment and selection to enhance Council as an Employer of Choice recognising the changing needs and work/life balance of people through the pandemic.</p> <p>Due to national labour shortages and pressures affecting all markets at all levels, East Midlands Councils have reintroduced</p>	

Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
							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.	
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 recruit</p>	Maintain/update priority list of essential services	Karen Barke	<p>Following a recent decrease, currently employee positive cases are increasing again reflecting community transmission rates though still within manageable levels.</p> <p>Therefore we need to remain cautious at this time as restrictions and changes to self-isolation and testing are implemented nationally.</p>	16-Mar-2022

Title	Current Risk Matrix	Previous Matrix Q2/Q3	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Ability to maintain service delivery due to absence levels related to COVID 19	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	Constant			Karen Barke	<p>The risk has remained the same although the impact of the Omicron variant and subsequent R rate is reducing in the area with changes to plan B expected on 26th January and changes to isolation rules may impact on this. Omicron is more infectious and whilst numbers are reducing with increased testing and the non requirement of a PCR test unless one of the three main symptoms are present there is a likelihood that this could increase numbers isolating. However with increased number of employees vaccinated this would hopefully be reflected in case numbers and/or severity of the illness and time isolating</p>	18-Jan-2022

Strategic

Title	Current Risk Matrix	Historical Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Temporary Accommodation – sufficient units to meet demand			Constant	<ul style="list-style-type: none"> Finance – higher bed and breakfast costs Statute – failure to meet statutory duty 	Filter in more properties as become available through tenancy voids. ; Find additional resource to manage properties	Phil Warrington	TA risks being managed. High occupancy levels and few vacancies means risks remain high especially in view of the high number of evictions from private rented housing now that covid related restrictions on evicting tenants have ended.	16-Mar-2022
Effective Strategic Leadership of a Robust Coronavirus recovery plan			Reduced to low	<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</p>	CLT to act as ADC Recovery Plan drivers ; Weekly recovery update to CLT and Leadership meeting ; Ensuring suitable representation and input in LRF-Recovery Planning and Groups	Craig Bonar	<p>Covid Recovery key actions are being integrated into the refresh of the 5 year Strategic Direction, annual Corporate Plan review and service plans.</p> <p>A LGA review of the Council's Covid Recovery planning takes place in March 2022 which will assist with sense checking the Council's approach</p> <p>Senior officers continue to be members of the LRF</p>	15-Mar-2022

Title	Current Risk Matrix	Historical Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
				capacity and resources Failure to embed new ways of working and delivery models			Covid response and recovery mechanisms.	