IMPACT		
Level	Score	Description
Insignificant	1	• no impact on service • no impact on reputation • complaint unlikely • litigation risk remote
Minor	2	• slight impact on service • slight impact on reputation • complaint possible • litigation possible
Moderate	3	• some service disruption • potential for adverse publicity - avoidable with careful handling • complaint probable • litigation probable
Major	4	• service disrupted • adverse publicity not avoidable (local media) • complaint probable • litigation probable
Extreme / Catastrophic	5	• service interrupted for significant time • major adverse publicity not avoidable (national media) • major litigation expected • resignation of senior management and board • loss of beneficiary confidence

LIKELIHOOD		
Level	**Score**	**Description**
Remote	1	• may only occur in exceptional circumstances
Unlikely	2	• expected to occur in a few circumstances
Possible	3	• expected to occur in some circumstances
Probable	4	• expected to occur in many circumstances
Highly probable	5	• expected to occur frequently and in most circumstances

		Impact				
		1	2	3	4	5
Likelihood	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5

Risks that are red require mitigating action to reduce to amber or white

Strategic Risk Register

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CR1	**Decreasing Financial resources / Increasing Financial Pressures**	Resourceful and Resilient	Increase demand for services e.g. benefits Continuing Austerity Political promises Change in priorities Deflated housing market Lack of business growth Further changes in legislation Pooling/Unpooling of NNDR Universal Credit Political hesitancy in decision making for fundamental service reform. Cost-of-living crises Supplier price variations as a result of inflation Spending Review Fair Funding Review	Cuts in services Political and customer expectations not met Quality of service Reputation damage Knock on impact on the local community and economy e.g. spiral effect Legal challenge, Reduction in rent/monies owed to the council through the introduction of UC, Increased homelessness adding stresses to council finances and the local economy. Supplier price variations significant. Devolution Reduction in Government Funding Reduction in NNDR (pooling)	5	4	20	Budgetary Control processes and committee reporting Medium Term Financial Strategy and HRA Business Plan - including scenario planning Setting and monitoring of savings and efficiency targets Annual Fees and Charges review Disclosure of expenditure over £250 Review of reserves and balances Treasury Management and Investment Strategy Prudential Indicators Revised Financial Regulations Business Rates Pooling Procurement Policy, Homelessness team increased Assessment of viability of capital projects. Financial Inclusion Officer assists vulnerable residents Service/Review Transformation Programme across the council to improve service delivery Ongoing impacts of inflation captured in medium term financial plan. New MTFS approved February 2025 Engagement with MP, LGA and DLUHC about the council's unique financial Sustainably Programme now The savings targets are constantly monitored by SLT and is a standing item on SLT agenda and opportunities for innovation are regularly sought such as winning an award to install solar panels at Wigston Pool and parklands, therefore reducing energy costs for the Council. Final budget presented to full council in February 2025. Financial challenges of Devolution to be managed through budget set aside from reserves. Vacancy Management Part of the S151 Leicestershire Group Marketing of public spaces for income generation	4	4	16	Delivery of Service Delivery Changes – Financial Sustainability Plan. Regular review of savings targets. New PID developed including all aspects linked to sustainability of the Councils finances, eg establishments, contracts etc Final Budget for 2025/26 approved at Full Council in February 2025. Monitoring of reserves quarterly - set amount for Devolution with further requirements to be brought to members for approval. Complete Government surveys, monitor information from Government Sustainability Plan reviewed by SLT in Qtr 1	Monthly reviews 2025	4	4	16	Chief Financial Officer	Jun-25	**Updated existing controls to remove historic / controls no longer relevant. The delivery of Service Delivery Changes – Financial Sustainability Plan, where activity is well under way. New PID completed.**	
CR2	**Key Supplier Failure**	Our Borough - the place to be. Resourceful and Resilient.		Cost implications Business Continuity Loss of revenue Service failure TUPE issues Potential court action Increased complaints Reputation issues Political damage Delays Impact of TUPE Inability to process payroll	5	4	20	Formal contracts and agreements including realistic notice periods Tender arrangements and pre qualification financial assessments Qualified internal officers to provide legal advice Use of external counsel Performance management of contracts, Comprehensive Contract Register, Partnership working with Local Authority Partners Part of management Board to oversee delegated services such as Lightbulb and Building Control. Creation of Project and Procurement Team and Procurement Policy promotes use of established frameworks, thus reducing risk of supplier failure. Partnership and contract risk registers Contract term renegotiation with key providers as necessary Contract Management review is undertaken as part of the Sustainability Programme Contracts information has been incorporated into draft service plan template. Contracts an item on 1-2-1's. Specialists engaged where required i.e. Leisure Operator Contract (LOC) negotiations. LOC Contract renegotiation approved at Council 12 December 2023 and SLM has agreed to changes. Formal Contract management training has been rolled out via CMPP Contract Procedure Rules training to be rolled out Summer 25	4	3	12	Contract review complete (Sustainability programme). Further external review of our contract management process and support with improvements (CMPP) Updating of Contract Procedure Rules went to PFD in June 25	Jun-25	2	2	4	Head of Law and Democracy/ Monitoring Officer	Jun-25		
CR3	**Failure to work effectively with other public sector partner organisations (PSOs) and 3rd sector organisations**	Our Borough - the place to be. Resourceful and Resilient.	Poor service delivery from PSOs the Council has agreements with Lack of engagement from partner PSOs Governance arrangements which foster effective relationships may be inadequate leading to relationship breakdown Failure of relationships at strategic level in County & across members	Loss of public confidence in Community Safety Partnership Loss of funding for LLR Sports Alliance partnership May not realise potential economies of scale Impact on staff morale	4	3	12	Formal agreements with public sector partners which clearly identify roles & responsibilities including H&WB, Lightbulb, Building Control and Local Land Charges. Governance arrangements which manage performance against agreements Lead officer arrangements/contract manager Financial controls ensuring payments are only authorised where service being delivered by partner organisation is received and is of appropriate quality Strategic Planning Group - governance arrangements are in place for this. Member Advisory Group also in place Performance of these arrangements is formally reviewed and changes are made if necessary. Regular account meetings with contracted 3rd sector organisations. Service Level Agreements in place where necessary. Cost of Living support programme has funded 3rd sector organisations and support for warm hubs. Contract review complete. OWBC representation at all Partnership Executive Board Meetings. Working with all districts and boroughs across Leicestershire and Rutland.	2	3	6		Jun-25	2	3	6	Head of Law and Democracy/ Monitoring Officer	Jun-25	Updated management control	

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CR4	**Hard to reach demographics feel disenfranchised through lack of specific communication and engagement.**	Our Borough - the place to be. Resourceful and Resilient.	Staff capacity could impact on engagement hard to reach communities some resident groups not digitally connected change in political power could result in non-statutory service being stopped Failure to consult when appropriate to do so Funding changes impacting on roles Digital exclusion as a result of cost of living crises	Reputational damage lack of support for community initiatives missed opportunity to impact on equalities agenda and HWB of residents Citizens panel not representative of demographic. Services may not meet the needs of this demographic	4	4	16	Public consultation surveys to obtain feedback for influencing strategy/policy through Citizens Panel and other communication channels, compliant with the Code of Practice on Consultations Communications Strategy in place Gov.Delivery digital e-mail system – targeted delivery on specific topics e.g. tenants newsletter in place Financial Inclusion Officer Volunteer community champion Digital Newsletter - specifically relating to health and wellbeing targeting socially vulnerable Events programme run by Community Health Improvement Officers to target vulnerable and hard to reach residents/communities. Statement of community involvement in place Residents Forums meet regularly Sports and physical activity commission plan to target hard to reach Customer Experience Strategy in place Appointment hubs in operation as well as reception point open at Brockshill Website offers the facility to change language. Use language line for translation services. Tenant & Leaseholder focus group established and meeting on a quarterly basis. Language Translation Service incorporate. All households are to receive 2*letter communications regarding change to the bin collection regime. Customer Experience Strategy Action Plan being monitored Housing Regulators new Tenant Satisfaction collected Virtual Appointments to increase customer contact have commenced Volunteer event took place in November 24. Volunteer thank you lunch took place in June 25 Engaging with Local Communities in relation to LGR, Tenant Forum representation and young people.	2	2	4	Members session planned for January 2025	Jun-25	1	2	3	Head of Customer Service and Transformation	Jun-25	Updated management control	
CR5	**Political Dynamics**	Our Borough - the place to be. Resourceful and Resilient.	Change in political power Change in leader New members Public perception changes	Change in priorities Change in member/officer engagement Breakdown in communication Inability to meet expectations Reputation issues (organisational and political) Reactive decision making (rather than planned) Failure to follow legislative requirements e.g. equalities Further strain on council finances	3	4	12	Member development programmes New Code of Conduct has been adopted which comes into force on 1/4/22, with training planned to familiarise members with its content Policies e.g. Safeguarding/Equalities and DBS checks Provision of chairing skills training Constitution, which is in the process of being reviewed to reflect new management structure Public consultation, Development of member enquiry system Training for members covering a range of areas including IT and Planning Buddying system in place for Elected Members to use Members bulletin Customer Service training and Political awareness training has been undertaken Member and officer training undertaken with Centre for Governance and Scrutiny November 2022 Full review of members induction programme has been completed. Induction training delivered for new members during May to July 2023. SLT/Member workshops July, Sept. Nov CMT/Member training sept 'meet the teams'. OFLOG Self Assessment presented to Full Council in April 2024. Member Working Group established to engage with the Alternate Weekly Waste Collection Project Member Advisory Group in place, funded by UK Government projects.	3	3	9	New Corporate Strategy to be presented to Members - presented 16/7/24 at full council Planning Member training externally facilitated Audit Committee training to be investigated (CIPFA)	Ongoing	2	3	6	Head of Law and Democracy/ Monitoring Officer	Jun-25	Updated management controls and updated further actions	
CR6	**Reputation Damage**	Our Borough - the place to be. Resourceful and Resilient.	Litigation Breakdown in a partnership Failure to have regard to officers advice Whistle blowing Freedom of Information (FoI) Inconsistent decision making Poor Media Relations Poor communication Failure to provide or reduce services Poor performance Poor business planning and consideration of financial implications	Intervention Loss of public confidence Ombudsman findings Court costs Quality of service affected Breakdown in a partnership Adverse publicity Lower public satisfaction level Time spent mitigating damage/rectifying the situation Low Morale Difficulties to recruit/staff retention Inadequate budget provision, inappropriate financial decisions made	4	4	16	Review of external communication by Heads of Service Use of modern.gov Whistle blowing and Anti Fraud and Corruption policies Freedom of Information log Qualified in house legal team Officer complaints training & new complaints process Performance reporting and Key Performance Indicators Public and media consultation Achieved accreditation for customer service excellence award Communications Policy and Communications Plan in place Online customer care training in place for all new staff and a separate module also in place for managers. Partnership working eg Lightbulb & Local Plan Marketing & Communications Manager Social Media Policy Service Standards Project Comms Plans e.g. external communications regarding alternate weekly waste collection project. Performance Review Plans Standardised project appraisal and affordability approach as per Corporate Peer Review Action Plan built into new MTFS Complaints handling and investigation training for all managers undertaken Safety Risk assessments always consider reputational damage as a risk. Anti Fraud Policy in place. Good relationships built with media i.e. cemetery Consultations conducted i.e budget Recruitment pages revamped on Corporate website and Corporate Strategy published Aug 24 Staff Survey and Engagement group	2	2	4		Ongoing	2	2	4	Chief Executive	Jun-25	Updated further controls	

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CR7	**Effective utilisation of Assets/Buildings (non-housing)**	Resourceful and Resilient	Failure to follow Health and Safety Insurance/Public Liability Financial investment Contractor going into liquidation Political will Facility Management Depreciation	Loss of investment opportunities Loss of income Loss of capital Higher revenue costs Costs Death or injury Higher insurance premiums Reputation damage Public liability Personal liability for corporate team e.g. corporate manslaughter	4	3	12	Physical controls (e.g. Door Codes, fire alarms) Designated first aiders Capital Programme and HRA Business Plan - annual reiteration and regular monitoring Fixed Asset Register Annual valuation of property by external valuer Designated Health and Safety Officer Implementation of controls within Health and Safety Executive review Health and Safety risk assessments Designated Facilities Manager Accommodation Reviewed Health and safety assessments carried out on all buildings Move to Bushloe House to Brocks Hill complete Asset Management a theme as part of the Sustainability Programme Health and Safety Action Plan approved by full Council April 2023. . Asset Review received end of November - Report to PFDC regarding disposal of assets.	3	3	9	Revision of Asset Management Policy and Capital Expenditure Plan Asset review Holistic Asset Management database/system purchased and timetabled for implementation. Roll out of the system has begun. Completion of the sale of Bushloe House and Oadby Pool site. Marketing all of our assets for hire to generate additional income to support the sustainability plan	Ongoing	2	2	4	Head of Law and Democracy/ Monitoring Officer	Jun-25	**Further Management controls updated.**	
CR8	**Regulatory Governance**	Resourceful and Resilient	New or changes to legislation Resources (staff) Failure to identify new legislation	Substantial fines e.g. Data Protection Judicial review Reputation Code of conduct Financial loss Cost orders Personal liability	3	4	12	Data Protection Policy and log Freedom of Information log Code of Conduct and training HR Induction Statutory Monitoring Officer Subscriptions (e.g. legal journals and LGA) and CPD of legal officers Prosecution Policy r Purchased GDPR/DPA learning modules to be rolled out in the future. Appraisal training and 1-2-1 training has been rolled out. to all managers. New Social Housing Regulation Act 2023 strengthens the regulation regime associated with the Council as a social landlord. A full inspection by the regulator can be expected by end of 2026 - Housing Manager is preparing for mock-inspection during 2024. Building Safety Act 2022 places increased compliance responsibilities and scrutiny on Building Control and the construction industry generally and the Leicestershire Building Control Partnership has put in place an action plan to manage this risk Reviewed and improved HR induction approach. All Key managers trained in undertaking investigations and Disciplinaries. Having Difficult Conversations rolled out to relevant managers. Building Control Partnership has been audited and shows no major area of concern.	1	1	1	Refresher training on GDPR/DPA to be completed by all. Resources in Housing Team to be focused around meeting the requirements of the new act. Mandatory Bullying Harassment and Dignity Respect training to be rolled out from June 2025	Summer 2025	1	1	1	Head of Law and Democracy/ Monitoring Officer	Jun-25	Existing Control and further actions have been updated	
CR9	**Failure to respond to a significant incident**	Resourceful and Resilient	Loss of staff Loss of ICT Loss of Building Loss of Key supplier Loss of facilities Loss of systems Act of God Adverse Weather Pandemic Adverse staff impact as a result of cost of living	Insurance – higher premiums Loss of essential services Adverse publicity Reputation damage Loss of public confidence Loss of income Financial damage Death and injury Litigation risks Insurance – higher premiums Loss of essential services Adverse publicity Loss of public confidence Financial damage Death and injury Litigation risks Staff unavailable after major incident large proportion of staff becoming ill	4	4	16	Insurance policies and annual review - new insurers from 1 Jan 2024 Risk Management policies and procedures Membership of Local Resilience Forum Standby rota IT backup, Business Continuity Plans in place Community Engagement with Health professionals Agile Working Policy Coordination of Out of Hours Service Additional training from Leicestershire Resilience Partnership underway (incl power lose scenario) Business Continuity training exercise and refresh undertaken December 2022 BC Plans refresh and incorporate into service plans SLT and CMT additional training scheduled with LRF Mighty Oak national power outage LRF Training exercise Brockshill project has incorporated business continuity improvements inc generator if power outage. New accident investigation form Refresher of Health and Safety Training Health and Safety face to face training for manual workers delivered. BCPs being reviewed; Implications from Martyn's Law have been considered. New insurance processes being rolled out to operational staff Foremost Security to carry out any Out of Hours calls for our assets. Emergency Centre resilience training taking place June 25 Protect Training has now been carried out. SLT review of the flooding incident in January 2025, recording what went well and areas for improvement.	2	3	6	LRF training course attendance to be reviewed by SLT Further LRF training for new managers to be completed. RG & SB have completed 3 intro courses via the LRF (Intro to resilience, JESIP & On-Call Manager training, last training session on 26th June on documentation) JB to complete the above being arranged with LRF. 15 People have attended Rest Centre Training on 24/06/25 Prevent training still to take place by end of 2025.	Jun-25	2	3	6	Head of Law and Democracy/ Monitoring Officer	Jun-25	Existing controls uand further management actions are updated	

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CR10	**Organisational/ Transformational Change**	Our Borough - the place to be. Resourceful and Resilient.	Restructure Transformational change Transferable skills Reduction in funding Change in personnel Change in the way the council delivers services Redundancy Less controls in place due to limited resources Change in office location Devolution/Local Government Reform	Redundancy Staff morale Staff retention Change in working practices Impact on quality of service Legal implications HR implications Reputation damage/perception Financial loss Possible litigation Increased fraud Increased workload	3	3	9	Organisation review policy Recruitment and selection policies and procedures Union and staff consultation Staff Wellbeing Group and Wellbeing Teams Staff Health and Wellbeing Action Plan Internal Audit Staff newsletters Monitoring and supervision of management/1:1's Training and professional qualification support Performance appraisal process Formal induction programme Comms plans for key projects - includes PR, Public, Staff and member and other stakeholder comms plans Staff engagement on organisational culture and values as part of People Strategy undertaken Introduction of live vacancy management plan with SLT People Strategy approved by PFD 12/09/2023 Organisation Strategy update completed. Clean & Green / Corporate Assets Service Review and Revs and Bens review underway / Service changes post budget approval are well underway . Project Management approach has been refined; Joint SLT/CMT Meetings are being programmed into diaries focusing on finance and performance/ Sustainability Plan is a standing item on SLT agenda Health Wellbeing Action Plan agreed in Feb 2025 SLT structure reviewed due to retirement, new structure in place from June 2025.	3	2	6	Organisation Strategy to be approved. Service Reviews being undertaken. Sustainability Plan Review /ongoing Management plan developed and implemented for Waste Transformation. Opportunities being considered for joint working with other local authorities.	January 2025 Ongoing	2	2	4	Strategic Director	Jan-25	Existing controls updated for progress against budget/service implications and revised PPM approach and senior management meetings. Waste transformation project has been delivered within timescale. Agreement reached for Blaby DC to pay for additional days of IT support.	
CR11	**Economy/ Regeneration**	Resourceful and Resilient	Further decline in the economy BREXIT COVID Ukraine/Russia conflict and also energy costs crisis (uncertainty of cost impact) Pooling/Unpooling of NNDR Cost of living Crisis Economic Regeneration Manager and Economic Development posts removed from establishment to enable savings to Council budget Conflict in the Middle East could give further inflation rises (June 25)	Relocation (Business and Domestic) Lack of inward investment Increased demand for certain services e.g. benefits Loss of value in public assets Need to continually adapt/change Conflicting pressures - decreased funding – increased demand Spiral effect Short term decision making – uncertainty Increased autonomy leads to greater risk Decrease in collection levels	5	4	20	Demand management of services that come under pressure as a result of decline in economy Debt Recovery Policy in place Local Council Tax and Business Rate Retention scheme in place Contract monitoring of bailiffs Paying out business grants to support local businesses during pandemic Regular programme of business webinars to provide information and support to businesses Monthly newsletter issued to businesses Helping Hands - energy champion Business microsite live and accessible via Council's website. UKSPF Investment Plan 2022 to 2025 being implemented Levelling Up bid developed in partnership with The University of Leicester and ready to submit if an opportunity arises. Currently supporting University in investigating a Heritage Lottery Fund bid Capital Projects Sub-committee established 'Cost of Living report to members sets our proposal to review discretionary rates relief which may provide additional relief to businesses. Business Networking Event held 14/09/2023 - 80 businesses attended. Business Improvement District - Phase feasibility completed and to be progressed during 2024 Horsewell Lane Business Case agreed by Members - approach made to Homes England for potential funding. Awaiting details of new Government funding available. Discussions with members held regarding developing a 25/26 programme for the UKSPF funding. UKSPF programme has been signed off and is progressing well. In order to mitigate the risk of there being no single manager of the UKSPF programme and to provide advice to businesses in the Borough funding has been identified to recruit an Economic Dev Mgr, appointed June 2025. Qtr 3 and 4 monitoring submitted on time.	4	4	16	Monitor progress against ER Strategy & UKSPF Programme. Project review meetings undertaken with all UKSPF funded projects to ensure outcomes and expenditure will be achieved by 31/03/25.	Ongoing	2	3	6	Head of Built Environment	Jun-25	24/25 Q3 and 4 UKSPF monitoring due by the end of April 2025. In addition, a programme for spending 25/26 UKSPF funding has been developed and will be reported to Government. Econ Dev manager likely to be in post in Q1 of 25/26.	
CR12	**Increased Fraud**	Resourceful and Resilient	Dilution of internal controls due to less staff Increase in unemployment Reduction in benefits Inflation Debt Opportunity Sub-letting of Council properties	Homelessness, poverty and social deprivation Financial loss Resources of the authority to investigate fraud issues Reputation impact Litigation	3	3	9	Internal and External Audit Financial Regulations Segregation of Duties Supervision and Management Investigation and disciplinary procedures Litigation Anti Fraud and Corruption Policy Whistle blowing process Tone from the top - no tolerance Budgetary Control Participation in National Fraud Initiative Transaction review (e.g. invoices/mileage) All related Policies to be reviewed and an annual rolling training programme to be implemented. Anti Fraud Policy reviewed and approved PFD July 2023 Fraud Awareness Training rolled out.	2	3	6	Update of anti-fraud activities to Audit Committee	July 2025	2	2	4	Chief Financial Officer	Jun-25	Updated to include Audit Committee Report July 2025	

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CR13	**Cyber Threat/Security, Cyber security is seen as an ICT risk and not a corporate risk that needs to be managed and monitored by senior management.**	Resourceful and Resilient	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.	Financial loss Resources of the authority to investigate fraud issues Reputation impact Litigation, Loss of data, breaches of GDPR, SMT lack of oversight	4	5	20	Cyber security is always the highest priority, and at all times. This is considered with any support ticket, change request or new digital implementation and must be approved through change . other IT Team is reviewing its security policies to ensure they are in line with the latest cyber security guidance and ensuring the organisation operates in a safe yet effective way. This includes managing the IT infrastructure, but also with how staff function, use equipment and undertake regular security training within their respective roles. other Council has now implemented a duplicate firewall, for added security and resilience to the Councils network. This further protects us, but also gives us dual connectivity so we are not restricted by a single point of failure in a key security component. other Council has a BCP but this will continuously be checked and updated to ensure we are as prepared as possible for emergency situations (if it were to arise). member briefing completed to advise of current security features and their responsibility as stakeholders to the authority. all Staff have undertaken their yearly security training (Q1 2024). oPSN compliance has been achieved and certification received in Q1 of 2024. The Council is currently submitting information for its 'Cyber essentials' certification as well – both giving assurance the organisation is as secure as reasonably possible. Member training delivered in September 24 with a mop up session planned for January 2025 and further sessions as needed Cyber Essentials of Excellence Assessment - shows high levels of protection. Commencement of 2 factor authentication from June 2025	2	3	6	oWe are looking to use the cyber security attack on Leicester City Council as a 'lessons learnt' process to ensure we improve and stay ahead of the threats. This is looking to be initiated via the Resilience partnership Roll out of Multi Factor Authentication across the Council	Ongoing	2	3	6	Head of Customer Service and Transformation	Jun-25	As part of cyber security review and changes in IT Team structure, all existing controls have been updated.	
CR14	**19. Staff lone working including out of hours**	Our Borough - the place to be. Resourceful and Resilient.	Increased risk of staff harm from violence & aggression from service users.	Staff could suffer physical and emotional harm, which could lead to long periods of sick leave.	4	5	20	Council has Lone Worker Policy & Procedure Equipment is available such as panic alarms & body cameras Records are maintained of challenging residents which are reviewed prior to visits taking place Relationship with local Police, who will attend visits where there is a potential for aggression & violence Training session undertaken for lone working staff on (pick Protect) system Contract ended for Solo Protect and moved to Pick Protect. Risk Assessment for appointment hubs included consideration of lone working and guidance provided. Head of SC&T and H&S officer reviewed the Customer Alert System including the monitoring of lone working procedures.	2	3	6	Moving to Foremost Security from 1/4/25 to mitigate risk to staff on call outs as this function will be carried out by the security company. Significant assurance on the 24/25 audit and continuous monitoring of lone working.	Jun-25	2	3	6	Head of Law and Democracy/ Monitoring Officer	Jun-25	Further management controls updated	