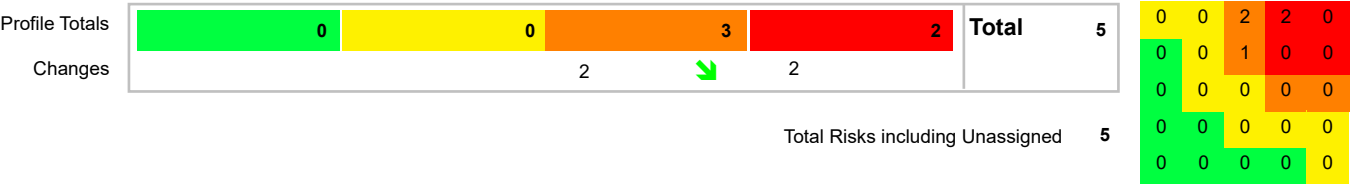


Solihull - Risk register

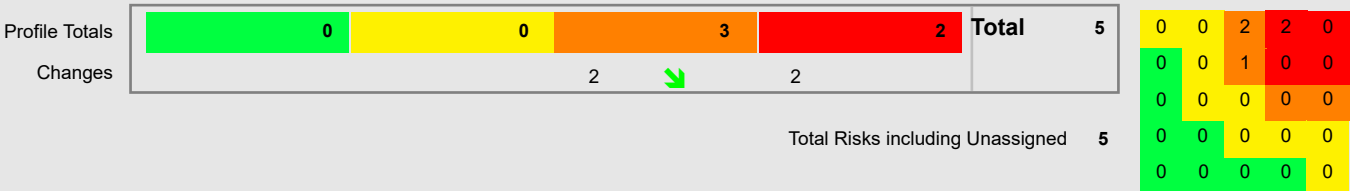


Directorate



Risk Register - Corporate Risk Register

Manager Jahnavi Jagadish



Risk Issue/Title		Appetite Status	Risk Ref	Assigned To	Control Progress	Last Review date	Next Review Date			
Risks to the MTFS delivery (2024/25 - 2026/27) due to pressures in Children's Services, pressures in Social Care and inflationary pressures		exceeding	SMBCC0133	Andrew Felton	<div><div></div></div> 89 % complete	05/09/2025	05/10/2025			
Caused by	Leading to	Uncontrolled Rating	Mitigating Actions			Control Status	Target Date	Control Progress	Net Assessm	Previous Net Assessment
Significant demand in Children's services JTAI (joint targeted area inspection) of Children's Services leading to improvement plan Adult Social care demand High Inflation Levels Higher than budgeted pay award Cost of living impact	- Council may not be able to deliver all its priorities. - Reductions in services - The Council may not be able to pursue investment opportunities.	Red	• Strict monitoring of Budget Delivery by CLT and Cabinet <i>Andrew Felton</i>			In Place		100	Red	25
		25	• Use of Business Rates Windfall <i>Andrew Felton</i>			In Place		100	4. High	-5
		• Regular lobbying of government for further funding and policy changes to help with our sustainability <i>Andrew Felton</i>			In Place		100	5. Very High		
		• Some service specific reserves are in place <i>Andrew Felton</i>			In Place		100			
		• Financial Sustainability Board identification of savings/ mitigations required <i>Andrew Felton</i>			Complete		100			
		• Identification of further one-off measures to manage budget <i>Andrew Felton</i>			Complete		100			
		• Short-term spending controls and identification of further one-off measures to manage budgets. <i>Andrew Felton</i>			Complete		100			

		<ul style="list-style-type: none"> • Explore transformation options and income generating opportunities including grants and external funding opportunities. <i>Andrew Felton</i> 	In Place		100	
		<ul style="list-style-type: none"> • Fundamental review of the level of services affordable to help identify future savings <i>Andrew Felton</i> 	In progress	31/03/2026	25	
		<ul style="list-style-type: none"> • Commit to the delivery of savings agreed by the FSB through the formal budget setting process from September 2024- January 2025 <i>Andrew Felton</i> 	Complete		100	
		<ul style="list-style-type: none"> • Use of capital receipts flexibility rules to use capital receipts to fund revenue expenditure <i>Andrew Felton</i> 	In Place		100	
		<ul style="list-style-type: none"> • Review of underlying MTFS planning assumptions completed and reported to the budget strategy group <i>Andrew Felton</i> 	Complete		100	
		<ul style="list-style-type: none"> • Directorate financial challenge sessions <i>Andrew Felton</i> 	Complete		100	
		<ul style="list-style-type: none"> • Additional funding from Central Government received <i>Andrew Felton</i> 	Complete		100	
		<ul style="list-style-type: none"> • Corporate Delivery Board hand over from FSB to delivery MTFS savings and identify savings for future financial gaps <i>Andrew Felton</i> 	Complete		100	
		<ul style="list-style-type: none"> • Establish new transformation programme infrastructure and governance to deliver MTFS savings under the Corporate Delivery Board <i>Andrew Felton</i> 	In Place		100	
		<ul style="list-style-type: none"> • Deliver planned and targeted asset sales to support balancing MTFS, 31/03/26 <i>Andrew Felton</i> 	In progress	31/03/2026	20	
		<ul style="list-style-type: none"> • Continue work on further savings options and budget mitigations to address future financial gaps in 26/27 and beyond <i>Andrew Felton</i> 	In progress	31/03/2026	25	

Risk Register - Corporate Risk Register

Manager Jahnvi Jagadish

			<ul style="list-style-type: none"> • Exceptional Financial Support approved by MHCLG <i>Andrew Felton</i> 	Complete		100		
			<ul style="list-style-type: none"> • Availability of minimum risk assessed reserves and exceptional financial support transformation funding <i>Andrew Felton</i> 	Complete		100		

Review Comments Exceptional Financial Support enabled a balanced 2025/26 budget to be set, reserves stabilised in line with our external auditors' recommendations and has allowed additional time to begin to address the remaining MTFS gaps in future years. The Corporate Delivery Board continues to oversee the transformation programme with a clear focus on assuring the delivery of savings already committed to in the MTFS, which is being tracked and reported to Scrutiny and Cabinet through quarterly financial monitoring. The refresh of the three-year MTFS and development of the 2026/27 budget has now begun, including a refresh of the financial gap and a review of what we understand the potential impacts of the Fair Funding Review and business rates reset proposals are. This work has highlighted additional spending pressures that are already evident like the increased pay award and increased Children's placement costs and highlight that the proposed national funding changes will divert funding away from Solihull, increasing the future financial gaps. Officers are currently working on further savings option , reviewing spending pressures, engaging with the national consultations and MHCLG, and providing officers into the national business rates working group to in order to identify options to address the future gaps and influence the national reforms . However, the outcome of all this work and the final national funding position will not be fully clear until December, so this risk will remain high until there is a greater understanding of whether a balanced budget can be set, which is currently uncertain. There is also a parallel consideration of whether further exceptional financial support may be needed, which will be assessed as the overall picture becomes clear through December.

05/09/2025

Risk Issue/Title	Appetite Status	Risk Ref	Assigned To	Control Progress	Last Review date	Next Review Date
Failure to achieve a balanced budget in the context of unprecedented pressures, which could significantly limit the delivery of other services for Children	exceeding	SMBCC0147	Rasheed Pendry	<div><div></div></div> 88 % complete	05/09/2025	05/10/2025

Caused by	Leading to	Uncontrolled Rating	Mitigating Actions	Control Status	Target Date	Control Progress	Net Assessm	Previous Net Assessment
<ul style="list-style-type: none"> - Unprecedented demand for Children Social Care Services at national level - Unpredictable demand for looked after children placements - Increased demand for special school places which through necessity is typically met with out of borough placements causing additional costs on the SEND transport budget - Unexpected additional demand for placements meeting the needs of children with very complex needs during the latter half of 2024 	<ul style="list-style-type: none"> - Impact on outcomes for children and young people - Reduction in other areas of service delivery in order to cover cost of acute services - Financial implications - Legal implications - Reputational damage 	<div>Red</div> <div>25</div>	<ul style="list-style-type: none"> • Ensure robust commissioning and procurement of appropriate cost effective education placements to meet children's needs <i>Ruth Tennant</i> • Joint Additional Needs Strategy and delivery plan in place <i>Rasheed Pendry</i> • Reshaping of Education services – completed <i>Ruth Tennant</i> • Graduated approach for children and young people with additional needs <i>Ruth Tennant</i> • Review of Specialist Commissioning Strategy <i>Ruth Tennant</i> • SEND Strategic and Operational Boards established <i>Ruth Tennant</i> 	<div>In Place</div> <div>In Place</div> <div>Complete</div> <div>Complete</div> <div>Complete</div> <div>In Place</div>		<div>100</div> <div>100</div> <div>100</div> <div>100</div> <div>100</div> <div>100</div>	<div>Red</div> <div>20</div> <div>4. High</div> <div>5. Very High</div>	<div>15</div> <div>5</div> <div></div>

		<ul style="list-style-type: none"> • Development of People Strategy within Children' services <i>Rasheed Pendry</i> • Monthly Children's Social Care financial modelling <i>Rasheed Pendry</i> • Review of Sufficiency Strategy <i>Aimee Wright</i> • Use of budget strategy reserve approved by full council. <i>Rasheed Pendry</i> • Development of the Edge of Care Service linked to Social Care Improvement Plan <i>Rasheed Pendry</i> • Childrens Improvement Plan regularly updated and progressed <i>Rasheed Pendry</i> • Establishment of new 150 place special school <i>Ruth Tennant</i> • Internal Residential Homes – construction, registration and opening of homes and children in placements. <i>Rachael Ward</i> • Development and sign off, of robust process and timescales for CHC assessment and percentage funding contribution. <i>Marina Kitchen</i> • Introduction of an 'entrant to care' panel as well as recruitment panel chaired at AD level. <i>Rasheed Pendry</i> • Internal Fostering Strategy – recruitment and activation of more internal foster placements. <i>Rachael Ward</i> • Looked after Children strategy to ensure the right children are in care <i>Rasheed Pendry</i> 	In Place		100		
			Complete		100		
			In progress	31/10/2025	90		
			Complete		100		
			In Place		100		
			In Place		100		
			In progress	30/09/2027	50		
			In progress	31/10/2025	50		
			In progress	30/09/2025	50		
			In Place		100		
			In progress	30/09/2025	50		
			In Place		100		

Review Comments Spend is being closely monitored across staffing , placements and other expenditure to ensure MTFS /expenditure is within budgetary tolerances. This is both internal to the Directorate through a range of challenge/governance mechanisms as well as across the authority. We continue to successfully and appropriately reduce the need for children to be accommodated and are developing our sufficiency strategy and access to high quality placements in several ways . We have two small homes open and the third is pending completion whilst a revised fostering recruitment project is

underway, all of which will continue to support the achievement of a balanced budget. We are progressing various approaches to reduce spend in placements including , recruitment of foster carers, ensuring that children are in the right placement at the right time, supporting children to step across from residential care, and ensuring stability for children in foster care. We are also working to support children at home to avoid coming into the care of the local authority.

05/09/2025

Risk Issue/Title	Appetite Status	Risk Ref	Assigned To	Control Progress	Last Review date	Next Review Date		
Failure to secure sufficient funding to deliver the UK Central Programme	exceeding	SMBCC0144	Perry Wardle	<div><div></div></div> 95 % complete	29/04/2025	29/10/2025		
Caused by	Leading to	Uncontrolle d Rating	Mitigating Actions	Control Status	Target Date	Control Progress	Net Assessm	Previous Net Assessment
<div>- Lack of funding in the West Midlands Combined Authority (WMCA) Investment Programme</div> <div>- Pace at which the UK Central Programme needs to progress compared to when funding might be available</div> <div>- Date by which funding commitments need to be given to HS2 Limited for them to change their base scheme.</div>	<div>- The full economic growth potential of UK Central is not realised.</div> <div>- Infrastructure and wider projects in the UK Central programme do not get funded.</div> <div>- Muse/Arden Cross do not progress with development.</div>	Red	<div>• Regular communication with WMCA Finance Director and Investment Director on funding position of the CA Investment Programme. <i>Andrew Felton</i></div>	In Place		100	Amber	25
		25	<div>• Quarterly funding claims are made to WMCA <i>Andrew Felton</i></div>	In Place		100	3. Medium	-10
		<div>• Regular dialogue with stakeholders about funding requirements for the UKC hub site. <i>Perry Wardle</i></div>	In Place		100	5. Very High		
		<div>• Rigorous project and financial management arrangements in place <i>Perry Wardle</i></div>	In Place		100			
		<div>• Governance of former UGC activity consolidated into UKC PMO to approve/monitor project progress & financial commitments <i>Perry Wardle</i></div>	In Place		100			
		<div>• Maximise contributions from other funding bodies/partner contributions being pursued as an alternative source inc EBNS LUZ & HE <i>Perry Wardle</i></div>	In Place		100			
		<div>• Live pipeline of projects maintained to access grant funding for wider UKC objectives <i>Perry Wardle</i></div>	In Place		100			
		<div>• Build strong business cases, incl securing resources for delivery & resilience. <i>Perry Wardle</i></div>	In Place		100			

Manager Jahnvi Jagadish

			<ul style="list-style-type: none"> Updated MUSE Masterplan being developed for the Arden Cross site <i>Andrew Round</i> 	In progress	30/09/2025	50		
			<ul style="list-style-type: none"> Submit change requests to reallocate WMCA funding secured by the UGC to UK Central priorities <i>Perry Wardle</i> 	In Place		100		

Review Comments	Reviewed with Alan Smith. Risk remains substantially unchanged but some minor updates made to mitigating actions. 29/04/2025
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Risk Issue/Title	Appetite Status	Risk Ref	Assigned To	Control Progress	Last Review date	Next Review Date		
Avoidable death, serious harm or abuse of a child where the Council has a duty of care; Child safeguarding practice review or Domestic Homicide Review publication leading to adverse publicity	exceeding	SMBCC0149	Rasheed Pendry	<div><div></div></div> 100 % complete	05/09/2025	05/12/2025		
Caused by	Leading to	Uncontrolle d Rating	Mitigating Actions	Control Status	Target Date	Control Progress	Net Assessm	Previous Net Assessment
<div>- Negligent action or failure to take action or excessive delay in taking action</div> <div>- Poor quality assessment and planning</div> <div>- Inexperienced staff</div> <div>- Failure of systems including partnership information sharing</div> <div>- Failure to follow safeguarding procedures and processes</div>	<div>- The Council being held liable for a death or serious injury to a child</div> <div>- Increased risk of litigation, prosecution and compensation claims</div> <div>- Loss of confidence and damage to reputation</div> <div>- Future recruitment challenges</div> <div>- Cost pressures</div>	Red	<div>• Clear Improvement plans for both Children's Social Care , <i>Rasheed Pendry</i></div>	In Place		100	Amber	
		25	<div>• Monthly Executive and Lead Member meetings on safeguarding performance. <i>Rasheed Pendry</i></div>	In Place		100	15	3. Medium
			<div>• Engagement with the DfE appointed Regional Improvement Partner (Birmingham Children’s Trust) <i>Rasheed Pendry</i></div>	In Place		100	5. Very High	
			<div>• Development of People Strategy to recruit and retain staff and provide necessary training. <i>Rasheed Pendry</i></div>	In Place		100		
			<div>• Ongoing regular engagement with the statutory commissioner <i>Rasheed Pendry</i></div>	In Place		100		
			<div>• Independent Scrutineer in place to provide ‘external’ objective challenge and accountability to the partnership <i>Rasheed Pendry</i></div>	In Place		100		
			<div>• Engagement in the Ofsted monitoring schedule, where mini inspections of children's social care take place on a quarterly basis <i>Rasheed Pendry</i></div>	In Place		100		

Risk Register - Corporate Risk Register

Manager

Jahnavi Jagadish

			<ul style="list-style-type: none"> Regular audits (full file and dip sampling) are taking in place to assess standards of practice and intervene where appropriate <i>Rasheed Pendry</i> 	In Place		100		
			<ul style="list-style-type: none"> Target operating model in place within the safeguarding and support teams <i>Rasheed Pendry</i> 	Complete		100		
			<ul style="list-style-type: none"> Implementation of target operating model in our improvement journey <i>Rasheed Pendry</i> 	Complete		100		

Review Comments We have revised our improvement plan as well as business planning processes across the Directorate "Ambitious for Children" framework and continue to do so . Feedback from Ofsted evidence ongoing improvement, including from our 6th monitoring visit. We continue to draw on external improvement partners , including BCT, our DFE Commissioner and the LGA (Local Government Association) to support us. A full ILACS inspection (Inspecting Local Authority Children's Services) is anticipated shortly. In addition, we have effective partnership arrangements providing support and challenge, including through the Solihull Safeguarding Children's Partnership Board (SSCP) and the Early Help Board.

05/09/2025

Risk Issue/Title	Appetite Status	Risk Ref	Assigned To	Control Progress	Last Review date	Next Review Date
Employee or relevant contractor harmed due to lack of awareness of warning markers when dealing with a person, property or location	exceeding	SMBCC0171	Andrew Felton	93 % complete	17/07/2025	17/10/2025

Caused by	Leading to	Uncontrolled Rating	Mitigating Actions	Control Status	Target Date	Control Progress	Net Assessm	Previous Net Assessment
<ul style="list-style-type: none"> - Insufficient use of the Corporate Warning Marker Register for checking markers before visits - Absence of technology to link addresses/ calendars and send emails before visits - Absence of systems for sharing information with extended SMBC employee base e.g schools - Lack of system for receiving markers from other agencies 	<ul style="list-style-type: none"> - Serious injury or harm to employee impact staff wellbeing and morale - Failure to demonstrate we meet our statutory duty to keep employees safe - Significant fines / prosecution for non-compliance of health and safety and data protection legislation - Unintended escalation of a situation in the absence of background data - Risks to service users 	Red 25	<ul style="list-style-type: none"> Monthly usage reports marked against expected use to show where to concentrate our efforts <i>Lizzie Edwards</i> Ongoing Communications through the communications team. Communications plan refreshed when required. <i>Lizzie Edwards</i> Data shared at AD Group and DLTs on an ongoing basis . <i>Lizzie Edwards</i> Manager induction checklist includes sharing information on warning markers. <i>Mark Wills</i> Employee handbook includes information of the need to use the Warning Marker System. <i>Mark Wills</i> New member induction includes information on Warning Marker system to increase councillor awareness. <i>Mark Wills</i> 	In Place		100	Amber	5
				In Place		100	12 3. Medium	7
				In Place		100	4. High	
				In Place		100		
				In Place		100		
				In Place		100		

		<ul style="list-style-type: none"> Processes in place for sharing information for each Directorate and SCH. <i>Lizzie Edwards</i> 	In Place		100	
		<ul style="list-style-type: none"> Warning Marker Policy in place, with annual reviews through the Assurance Board. <i>Lizzie Edwards</i> 	In Place		100	
		<ul style="list-style-type: none"> Procedures available to assist employees to understand how to search and raise markers. <i>Lizzie Edwards</i> 	In Place		100	
		<ul style="list-style-type: none"> Corporate Warning Marker Board has representation from all directorates and SCH and robust governance and reporting arrangements <i>Lizzie Edwards</i> 	In Place		100	
		<ul style="list-style-type: none"> System in place to reconcile data held on Warning Marker system with other databases <i>Lizzie Edwards</i> 	In Place		100	
		<ul style="list-style-type: none"> Pilot a system for centralised data reconciliation to enhance assurance <i>Mark Wills</i> 	In progress	30/09/2025	80	
		<ul style="list-style-type: none"> Review use of control codes to assess effectiveness of recommended controls <i>Mark Wills</i> 	Complete		100	
		<ul style="list-style-type: none"> Tracking of effectiveness of data sharing arrangements with organisations we contract with <i>Mark Wills</i> 	In progress	30/09/2025	15	

Review Comments The Corporate Warning Marker Assurance Board continues to oversee work to improve how the Warning Marker System works and access to the system and provided an update to the Corporate Health and Safety Board on its progress.
17/07/2025

Solihull - Risk Register



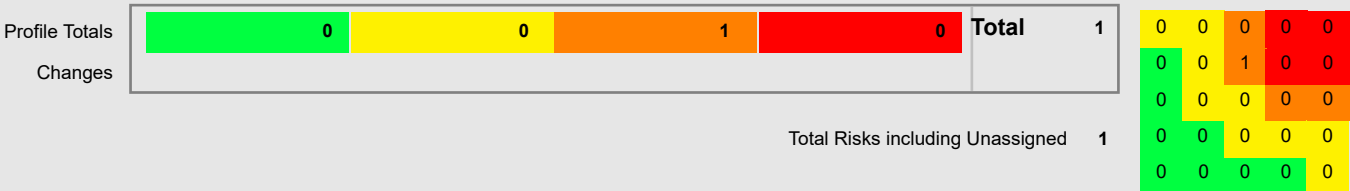
Directorate

Joint Housing Risk Register (Tier 1)



Risk Register - Joint Housing Risk Register (Tier 1)

Manager Perry Wardle



Risk Issue/Title		Appetite Status	Risk Ref	Assigned To	Control Progress	Last Review date	Next Review Date		
Failure to manage and evidence compliance with building safety obligations for Council housing		exceeding	JHR0001	Perry Wardle	<div></div> 95 % complete	14/08/2025	14/11/2025		
Caused by	Leading to	Uncontrolle d Rating	Mitigating Actions		Control Status	Target Date	Control Progress	Net Assessm	Previous Net Assessment
• Not adhering to and understanding legislative requirements • Not meeting building safety standards because of changes to Building Safety Regulation October 2023, and the transitional period. • Lack of effective assurance • Budget challenges to satisfy identified risks. • Ineffective IT, systems & processes • Challenges recruiting to key post and use of interim arrangements due to sector wide recruitment and retention challenge	• Delays/slow delivery of programmes • Regulatory failure / investigation • Criminal/civil prosecution • Injury/fatality • Reputational/ financial risk • Impacted customers confidence	Red	• Replace spandrel panels upon the 16 HRRB. <i>Darren Baggs</i>		In progress	30/06/2027	33	Amber	12 3. Medium 4. High
		25	• Building safety case reports complete. Quality assurance and sign off required at BSAB. <i>Satnam Kaur</i>		Complete		100		
		• Clarity of legal accountability understood by the Council / Solihull Community Housing (SCH) <i>Perry Wardle</i>		Complete		100			
		• Senior officers appointed to support the responsibilities of the Council as PAP and SCH/Council as the RP. <i>Perry Wardle</i>		Complete		100			
		• Installation of sprinklers in all communal areas and individual homes within the 37 Higher Risk Residential Building <i>Darren Baggs</i>		In progress	30/12/2025	97			
		• Structural surveys upon all 37 HRRB completed, supported by intrusive surveys of each of the 5 HRRB architypes. <i>Darren Baggs</i>		Complete		100			

Joint Housing Risk Register (Tier 1)

Risk Register - Joint Housing Risk Register (Tier 1)

Manager

Perry Wardle

		<ul style="list-style-type: none"> • Clear governance in place via the SCH Board, SCH Executive team, the Council's BSAB and CLT. <i>Satnam Kaur</i> 	In Place		90	
		<ul style="list-style-type: none"> • Provision of competent advice fulfilled by members of above groups. <i>Perry Wardle</i> 	In Place		100	
		<ul style="list-style-type: none"> • Regular reporting <i>Perry Wardle</i> 	In Place		100	
		<ul style="list-style-type: none"> • Regular financial planning through annual budget setting, capital programme and monthly budget monitoring <i>Sam Gilbert</i> 	In Place		100	
		<ul style="list-style-type: none"> • Compliance health check complete. <i>Paul Edwards</i> 	Complete		100	
		<ul style="list-style-type: none"> • Review of building safety/compliance policies/procedures/processes - Final checks underway as part of Regulation Ready process <i>Darren Baggs</i> 	In progress	30/09/2025	90	
		<ul style="list-style-type: none"> • Operational level & project level risk registers in place to show detail of specific risks identified & their controls. <i>Darren Baggs</i> 	In Place		100	
		<ul style="list-style-type: none"> • Permanent recruitment to the post of Head of Building Safety and Compliance. <i>Darren Baggs</i> 	Complete		100	
		<ul style="list-style-type: none"> • Ensure all Contractors engaged in delivering Building Safety and Compliance works hold the required competence certification. <i>Darren Baggs</i> 	Complete		100	
		<ul style="list-style-type: none"> • Management and supervision is replicated for all interim and agency appointments similar to all other directly employed staff. <i>Darren Baggs</i> 	In Place		100	
		<ul style="list-style-type: none"> • High Rise Residential buildings (HRRB), all 37 registered and Key Building Information provided with Building Safety Regulator <i>Darren Baggs</i> 	Complete		100	

Joint Housing Risk Register (Tier 1)

Risk Register - Joint Housing Risk Register (Tier 1)

Manager Perry Wardle

			<ul style="list-style-type: none">Ensuring recruitment to full capacity to meet regulatory requirements. August 2025 position, team at full establishment <i>Abel Phiri</i>Ensure all staff employed within the Building Safety and Compliance team <i>Darren Baggs</i>	Complete		100		
				In progress	30/09/2025	96		

Review Comments	Risk has been reviewed to consider the latest progress on spandrel panel works and to record updates to building safety team staffing /recruitment. 14/08/2025
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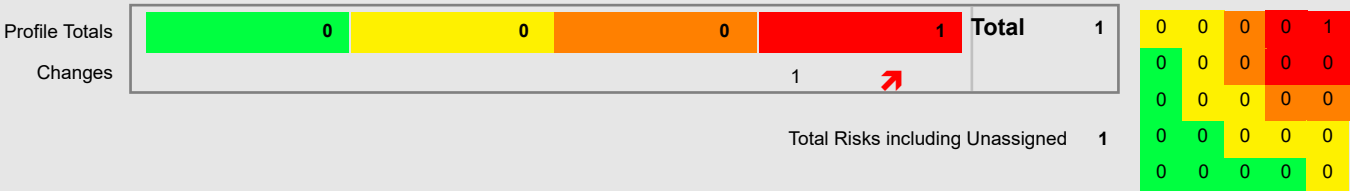
Solihull - Risk register

Directorate
Children and Education Services



Risk Register - SEND 0-25

Manager Charlotte Jones



Risk Issue/Title		Appetite Status	Risk Ref	Assigned To	Control Progress	Last Review date	Next Review Date			
Pressure on the SEND Transport budget		exceeding	SENDS0004	Bern Timings	<div><div></div></div> 88 % complete	05/09/2025	05/10/2025			
Caused by	Leading to	Uncontrolled Rating	Mitigating Actions			Control Status	Target Date	Control Progress	Net Assessm	Previous Net Assessment
Increased demand for the service Inflation of costs due to fuel price increase Driver shortages High cost of transport for out of borough pupils Increased pressure caused by Post-19 transport demand	- Projected overspend of £1 million	Red 25	• Purchase and use of specialist route planning software <i>Bern Timings</i>			Complete		100	Red 25 5. Very High 5. Very High	1 24
			• Review and reduce the use of guides based on needs <i>Bern Timings</i>			Complete		100		
			• Increased use of Social care transport vehicles (Adult Social Care) <i>Bern Timings</i>			Complete		100		
			• Identification of savings within Children's Services or Corporately to offset the overspend <i>Bern Timings</i>			Complete		100		
			• Need to monitor change in Post-19 transport that could put additional pressures on the budget <i>Bern Timings</i>			Complete		100		
			• Annual route reviews <i>Bern Timings</i>			Complete		100		
			• Identification of students suitable for I travel training <i>Bern Timings</i>			In progress	30/09/2025	50		

Children and Education Services

Risk Register - SEND 0-25

				Manager		Charlotte Jones	
			• Send sufficiency strategy to focus local places <i>Bern Timings</i>	In progress	31/12/2025	50	
Review Comments	Following budget uplift as per MTFS, P4 forecasts shows no variance to agreed 2025/26 budget. Detailed forecasting based on expected future demand being revised alongside updated pupil number forecasts, any impact will be reported in due course. 05/09/2025						

Directorate

Economy and Infrastructure Directorate

Profile Totals	<div><div>0</div><div>0</div><div>0</div><div>2</div></div>	Total	2
Changes	1		


Total Risks including Unassigned	2	<div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div></div>
		<div><div>0</div><div>0</div><div>0</div><div>2</div><div>0</div></div>
		<div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div></div>
		<div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div></div>

Risk Register - Housing Strategy

Manager Satnam Kaur

Profile Totals	<div><div>0</div><div>0</div><div>0</div><div>1</div></div>	Total	1
Changes	1		

Total Risks including Unassigned	1	<div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div></div>
		<div><div>0</div><div>0</div><div>0</div><div>1</div><div>0</div></div>
		<div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div></div>
		<div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div></div>

Risk Issue/Title		Appetite Status	Risk Ref	Assigned To	Control Progress	Last Review date	Next Review Date			
Cost of temporary accommodation not reducing or actually increasing.		exceeding	HOS0018	Jennifer Mason	<div><div></div></div> 79 % complete	19/08/2025	19/09/2025			
Caused by	Leading to	Uncontrolle d Rating	Mitigating Actions			Control Status	Target Date	Control Progress	Net Assessm	Previous Net Assessment
- Continued or increased use of temporary accommodation specifically the use of nightly rates - Increasing length of stay in temporary accommodation	- Increase in housing benefit expenditure - Considerable cost to the general fund as housing benefit expenditure for temporary accommodation does not attract 100% subsidy. - No formal budget for the cost to the general fund, spend is currently within the Resources directorate leading to an overspend.	Red	• Regular monitoring of housing benefit expenditure and subsidy for Non-HRA benefit (temporary accommodation) <i>Joanne Robinson</i>			In Place		100	Red	15  1
		25	• Accurate forecasting of likely expenditure and subsidy for temp accommodation included in DWP estimate claims <i>Joanne Robinson</i>			In Place		100	16 4. High	
			• Collaborate with colleagues to support homelessness prevention and cost effective temp accommodation <i>Jennifer Mason</i>			In Place		100	4. High	
			• Regular reporting of issues and potential solutions to the Strategic Housing Board <i>Jennifer Mason</i>			In Place		100		
			• Move on options for longer stayers in Temporary Accommodation <i>Jennifer Mason</i>			In progress	31/03/2026	50		
			• Formulation of temporary accommodation strategy to reduce use and length of stay <i>Jennifer Mason</i>			In progress	29/11/2025	50		

Economy and Infrastructure Directorate

Risk Register - Housing Strategy

Manager Satnam Kaur

			<ul style="list-style-type: none">New allocations policy gives extra priority to homeless households reducing demand <i>Jennifer Mason</i>	In progress	30/09/2025	50		
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Review Comments	No change to risk score. Work in this area is ongoing. 19/08/2025							
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Economy and Infrastructure Directorate

Risk Register - Non- SEC ES Risks

Manager
Kalen Wood

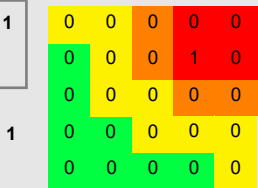
Risk Register - Non- SEC ES Risks

Manager
Kalen Wood

Profile Totals
Changes



Total Risks including Unassigned



Risk Issue/Title		Appetite Status	Risk Ref	Assigned To	Control Progress	Last Review date	Next Review Date		
Increase in Waste Disposal Costs/CSWDC Dividend impact		exceeding	NSES0003	Kalen Wood	<div><div></div></div> 50 % complete	27/08/2025	27/09/2025		
Caused by	Leading to	Uncontrolle d Rating	Mitigating Actions		Control Status	Target Date	Control Progress	Net Assessm	Previous Net Assessment
Meeting the costs of the Emissions Trading Scheme Purchase of carbon allowances Installation of mitigation measures (carbon capture)	Increase in waste treatment costs Impact on annual dividend	Red	• Member of Governing Board <i>Sarah Alder</i>		In Place		100	Red	
		16	• Following progress of legislation via industry groups <i>Kalen Wood</i>		In progress	31/03/2026	50	4. High	
			• Review of impact of ETS being carried out by CSWDC <i>Sarah Alder</i>		Planned	30/10/2025	0	4. High	
Review Comments		Risk status to remain as is until a better understanding of the impact of ETS is achieved 27/08/2025							