

Subject:	Corporate Risk Register Update Quarter 4 2024/25 (January, February, March)	Status:	For Publication
Report to:	Audit and Accounts Committee	Date:	28 th July 2025
Report of:	Head of Finance	Lead Member:	Resources
Key Decision:	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception	<input type="checkbox"/> Special Urgency <input type="checkbox"/>
Equality Impact Assessment:	Required: No	Attached:	No
Biodiversity Impact Assessment:	Required: No	Attached:	No
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1. RECOMMENDATION

- 1.1 That the Audit and Accounts Committee note the Council's Corporate Risk Register as detailed in this report.
- 1.2 That members note the risk consequence, mitigation action and level of risk as detailed in Appendix 1.

2. EXECUTIVE SUMMARY

- The Quarter 4 (Q4) Corporate Risks Register Update is reporting for months January, February and March 2025 and reflects risk at a point in time.
- The report includes updates for the Council's 10 Corporate Risks.
- Overall, the Council's performance is strong but the financial pressures for the Rossendale Leisure Trust and the Council are creating cost pressures which the Council must monitor closely as the financial year progresses.
- The report concluded 1 Corporate Risks rated as 'red' on the RAG status.

3. BACKGROUND

- 3.1 The Council details its approach to managing risk in its Risk Management Strategy. This was updated in March 2016.
- 3.2 The strategy details the Council's risk monitoring and reporting framework. The Council has identified 10 Corporate Risks and these are monitored via the quarterly performance management reporting schedule using a RAG rating dashboard to report the risk status. These are reported to both the Overview and Scrutiny Committee and Cabinet.
- 3.3 If a potential issue was identified during the periodic monitoring of the risk, the responsible officer would be required to identify the risk and note the actions needed to mitigate the level of risk.

4. DETAILS

- 4.1 The Council has reviewed and continues to monitor the Corporate Risk Register.
- 4.2 The Councils Corporate Risks are categorised at the end of Q4 as follows:

4.3		Quarter 4 2024/25			
	Low	3			
	Medium	6			
	High	1			
	Corporate Risk 9	Likelihood	Impact	Overall	Status
	Financial Sustainability of Council Owned Leisure Assets	A	2	A2	RED

The latest forecast position of Rossendale Leisure Trust was around break-even for the year, however this has worsened slightly after a period of closure necessitated by the installation of air handling units. The expectation is that these units will create energy cost savings and will help with future inflationary and staff cost pressures.

A number of Council and Leisure Trust Board members have met to agree the need for an external strategic review of the Trust portfolio, its target operating model and financing arrangements with the Council. From this, the parameters have been drawn up between officers of the Council and the Trust which are being worked up into a procurement document to be agreed across all parties. Once this is agreed the Council will commission the outcome of which will advise on a revised corporate strategy and multiyear business plan/Medium Term Financial Strategy to demonstrate how the Council's aims can be achieved. This will need to be in accordance with desired leisure/health outcomes. Until this review is complete and the outcomes developed and deployed, the risk will remain as currently evaluated.

However it should be noted that since the risk assessment was carried out, the Leisure Trust have reported a small surplus for the year and have a budgeted surplus for 2025/26.

5. RISK

- 5.1 The Council's Corporate Risk Register continues to be monitored by the Corporate Management Team on a regular basis.

6. FINANCE

- 6.1 Financial implications and risks arising are identified within this report.

7. LEGAL

- 7.1 There are no immediate legal considerations attached to the recommendations within this report.

8. POLICY AND EQUALITIES IMPLICATIONS

- 8.1 Effective risk management is very important to the council, and the council is committed to improving on an on-going basis how it manages and mitigates risk. A very important part of this process is robust and transparent scrutiny and taking timely, corrective action to improve risk management.

9. REASON FOR DECISION

- 9.1 The Corporate Risk Register is dynamic. The updates to the risks demonstrate active mitigation of the existing risks. The Committee will want to explore the implications of each corporate risk in the appendices.

Background Papers	
Q4 Corporate Risk Register	Appendix 1

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Corporate Risk Register

Risks are those things which might present a barrier to us delivering the things we have undertaken to achieve. Each year the Council reviews the potential risks it is facing and looks at what it might do to minimise the occurrence of such risks. This information is then regularly monitored and reviewed. We profile our risks using a matrix (shown below) which is based on our making two judgments about each potential risk faced by the Council. The definition of the likelihood and impact can be found in the Council's Risk Management Strategy 2016.

The Council's Risk Matrix

Likelihood	A					
	B					
	C					
	D					
	E					
	F					
		5	4	3	2	1
Impact						

Likelihood

How likely is it that the risk may occur (rated A-F, A being the most likely)

Impact

How serious might the consequences of the impact be (rated 1-5, 1 being the highest consequence). Therefore, a risk rated A1 is the highest risk rating and a risk of F5 is the lowest risk rating.

Risk RAG (Red, Amber and Green) rating status indicators	
Risk Status	Status description
GREEN	The likelihood and impact of the risk is low
AMBER	The likelihood and impact of the risk is medium
RED	The likelihood and impact of the risk is high

Risk 1 – Sustainability of the Medium Term Financial Strategy**Responsible Officer - Chris Warren****Description**

The Council's latest Medium Term Financial Strategy update indicates an underlying funding gap of c£600k per annum from 2023/24 onwards. The Council must take appropriate action in order to balance its annual expenditure against its available annual income and other revenue resources. The Council has a legal obligation to publish an annual balanced budget; this means its budget expenditure must equal its available income and any available reserves. Council reserves are limited and equate to only circa 3 years given the anticipated funding gap. Therefore, additional income must be identified or annual costs reduced in future years. The current cost of living crisis may also add to the pressure on the Medium Term Financial Strategy through pay award, utility costs, contract inflation and Council Tax/NNDR collection rates.

Risk Consequence

If the Council is not able to prepare a balanced budget there would be legal ramifications, but would ultimately impact on the level of services the Council is able to deliver to Rossendale residents and would result in major reputational damage.

Initial risk assessment RAG status (without mitigation)

Likelihood	Impact	Overall Risk	Status
B	2	B2	RED

Mitigation

The Medium Term Financial Strategy does not indicate a significant narrowing of the gap in the next four years. New income generating opportunities will need to be identified to generate additional revenue, along with improved efficiency and effectiveness of service delivery. Departments across the council will need to be challenged to become more effective.

Risk assessment RAG status (after mitigation)

Likelihood	Impact	Overall Risk	Status
C	2	C2	AMBER

Q4 Update

The Council has set a balanced budget for 2025/26 in collaboration with budget holders to more effectively deploy expenditure and align resources to meet business need. The Medium-Term Financial Strategy shows a need to call on reserves during the entirety of the following 3 years. The proposed Waste Transfer Station improvements may create budget concerns if a suitable solution cannot be identified, and may result in reductions or additional savings required from core services. The Council continues to evaluate potential commercial activity, progressing in accordance with legislation and noting the impacts within the Medium-Term Financial Strategy updates.

A funding reform and Business Rates Baseline Reset is expected June 2025. The Government's Local Government Finance Policy Statement (December 2024) promises a multi-year settlement, with increased funding for authorities with lower ability to drive growth from their tax base. However, this remains uncertain.

Q4 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER

Risk 2 – Major Disaster affecting the Delivery of Council Services			Responsible Officer - Clare Law	
Description The Council has statutory duties under the Civil Contingencies Act (2004) and to carry out emergency planning and business continuity management activities to minimise the impact of a civil emergency or business interruption on people living, working and visiting the borough.				
Risk Consequence Failure to have robust contingency plans in place could result in the failure to deliver Council services, such as, the collection of residential and trade waste, burial services and payment of suppliers and benefits.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	1	C1	AMBER
Mitigation A robust Council Emergency and Business Continuity Plan is in place. Service continuity plans are updated and tested regularly through a quarterly Emergency Planning meeting. The plans are embedded with the Corporate Management Team as critical working documents to support the continued delivery of essential council services. All managers have a copy of the overall plan and their service plan and keep them under review. The Council is a member of Lancashire County Council Local Resilience Forum. Officers attend meetings and undertake regular training exercises. The council plans are available on the Resilience Direct website. Mutual aid agreements are in place with all Local Authorities across Lancashire.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
Q4 Update Emergency plans are regularly reviewed and are available to the internal Emergency Planning Team to aid any emergency response required. Role descriptions have been updated to ensure the role of Environmental Health reflects legal responsibilities under the Civil Contingencies Act. The Emergency Planning Team continues to meet quarterly to ensure a co-ordinated response in a civil emergency - the last meeting was 21 st January 2025. Relevant Officers attend training provided by Lancashire Resilience Forum to ensure awareness of roles and responsibilities of internal teams and external Agencies. The Council attends the Lancashire Resilience Forum to ensure emergency planning activities are co-ordinated with the rest of Lancashire. Officers				

continue to take part in testing and exercising of emergency arrangements and communication systems.

Q4 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	C	1	C1	AMBER

Risk 3 – Incident resulting in Death or Serious Injury or HSE Investigation

Responsible Officer - Clare Law

Description

Under the Health and Safety at Work Act (1974), the Council has a duty of care towards the health, safety and wellbeing of its employees and others who may be affected by our work. In the event of a RIDDOR reportable accident, there is a risk of a Health and Safety Executive investigation and potential for a civil claim for damages.

Risk Consequence

Failure to comply with current legislation and demonstrate compliance may result in harm to staff and others, financial loss and enforcement action.

Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	D	2	D2	AMBER

Mitigation

The Council has health and safety policies and procedures including a Health and Safety Incident Reporting Procedure in place along with a safe working culture. Actions need to be completed to address and implement a consistent approach across the Council in order to secure compliance.

Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN

Q4 Update

The Health and Safety Plan has been reviewed, and is underpinned by the Council's reviewed Risk Management Strategy, to improve the management of health and safety risks and ensure consistency in risk rating across the Council's risk profile. Incident reporting has continued to exceed expected levels, providing opportunities to learn and prevent future occurrences by strengthening risk control measures. The majority of injuries from workplace accidents have remained minor.

The programme of workplace inspections for 2024/25 has been completed alongside staff representatives to ensure employees are consulted on health and

safety.

The Operation's health and safety committee continues to meet every two months to discuss health and safety risks, incidents, and safety activities within our operational services. Officers continue to provide health and safety assistance and advice to support workplace activities and projects across the Council, and continue to engage with other specialists across Lancashire to share knowledge and information, including information on enforcement activities.

Q4 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	2	D2	AMBER

Risk 4 – Changes to Government policy on the delivery of the Council's services	Responsible Officer - Rob Huntington
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Description
Like all local authorities the Council is a statutory body that is subject to changes being consulted upon and or implemented by central government that might affect how we operate and serve our residents/businesses.

Risk Consequence
The risk that the Council fails to react and be prepared for any changes being proposed or implemented by central government.

Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN

Mitigation
The Council is a member of the Local Government Association and District Councils Network who keep us informed of government policy and consultations and lobby on behalf of councils to mitigate the impact of any change. The Council is also signed up to receive daily emails from Local Government Information Unit who provide daily government news and other Local Government Information Unit policy briefings. The Chief Executive and Leader of the Council meets regularly with our two MPs. The Council's Corporate Management Team monitor and assess government's position on funding to be distributed to local authorities and other Government announcements that impact funding.

Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN

Q4 Update
The Council is a member of both the Local Government Association and District Councils Network. The Policy and Performance Officer receives regular policy bulletins and updates in relation to legislation and government departments, and completes a weekly horizon scanning exercise which is shared to the Senior Leadership Team and cascaded to officers where relevant.

‘Horizon Scanning and Policy’ is an agenda item on the Corporate Management Team’s weekly meeting to promote ongoing discussions in relation to recent announcements, funding opportunities, and other relevant information from government departments, to determine if any action is required. Staff attend various webinars and meetings in relation to their service area and the Chief Executive regularly attends the North West Chief Executive, and Lancashire Chief Executive meetings, both having representation from the Local Government Association.

In March, the Council submitted a letter to central government outlining Lancashire’s current position on Local Government Reorganisation. To support this, an animated video and a set of internal and external FAQs were published on the Council’s website, social media, and shared with staff. These resources will be regularly updated to reflect any changes in the Council’s position, serving as tools to promote transparency, address misinformation, and keep stakeholders informed throughout the process.

Q4 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN

Risk 5 – Sustainable Workforce	Responsible Officer - Clare Law
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Description
There is a requirement to have a sustainable workforce to deliver the Council services to residents and customers.

Risk Consequence
Failure to have a fully resourced, trained staff could result in the failure to deliver statutory and non-statutory service in a safe and professional manner to residents and customers.

Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	D	3	D3	AMBER

Mitigation
The Council has robust HR policies and procedures, an agreed Authorised Establishment, performance management framework and Service Area Business Continuity Plans in place to mitigate any staffing challenges such as loss of staff due to the impact of an epidemic or pandemic. HR will work with managers to develop workforce succession planning. The Council provides an attractive benefit package including final pension scheme, flexible working, generous annual leave, a purchase leave scheme, free onsite parking, family friendly policies, discounted gym memberships and a cycle scheme to attract and retain staff.

Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	3	E3	GREEN

Q4 Update

In Q4 there were 5 employee leavers, 3 left for promotion opportunities, 1 voluntarily resigned after a long-term sickness absence, and 1 left was due to the end of a fixed term contract. The 2024/25 outturn for employee leavers (22) has reduced when compared to the 2023/24 outturn (23). The number of employee leavers during 2024/25 equates to 12%, this below the 15% national average. No patterns or concerns have been highlighted through the exit interview process however, recruitment to 'hard to recruit' posts eg, Mechanics and Environmental Health continues to be challenging.

The 2024/25 outturn for number of days lost to sickness absence (11.5 days) is significantly lower than the 2023/24 outturn (13.3 days). The level of sickness absence has slightly reduced during Q4. 5 employees were absent due to long term sickness, equating to 1.38 days per full-time equivalent employee. 3 absences were as a result of stress/anxiety and depression, and 2 as a result of other musculo-skeletal conditions. Absences were managed under the Council's Absence Management Policy. Additional absence management monitoring has been introduced in the sickness absence reporting process to monitor absences in real time. 3 employees have now returned to work and 1 employee has resigned. The main reason for short term sickness absence (1.13 days per full-time equivalent employee) was infections, colds, and flu.

Q4 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	B	4	B4	AMBER

Risk 6 – Insufficient data and cyber security

Responsible Officer - Andrew Buckle

Description

Cyber security presents one of the most challenging areas for both the public and private sectors. With the proliferation and severity of attacks constantly increasing this represents a major threat.

Risk Consequence

Cyber-attack resulting in a complete loss of all systems coupled with malware being spread across the entire network. Data breach resulting in information loss causing reputational damage and resulting in a financial penalty due to non-compliance with statutory requirements such as General Data Protection Regulation, Payment Card Industry Data Security.

Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	1	C1	AMBER

Mitigation

To protect against a data breach the Council, host all council data in Tier 3 Data Centres located in different geographical regions and are backed up daily. The Council's Data Centres hold the following accreditations: ISO27001:2013 and the Payment Card Industry Data Security. The Council adopts a Risk Insight

approach to determine the treat Landscape and more importantly its evolution. The Council has received notification of meeting the Public Services Network which means the Councils' infrastructure met all the security requirements to allow connection to the Public Services Network. A cyber security training is to be provided for all staff.

Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER

Q4 Update

Nationally, there has been a number of targeted cyber-attacks against high-risk individuals, attempting to gain access to their accounts and devices. This resulting in the theft and publication of sensitive information, which can also cause reputational damage. As part of the Council's defence in depth security approach, an email phishing test was performed with all Members. Following this, all Members were sent training and best practise around security and cyber.

Rossendale is currently being audited in relation to the following security certifications:

- Memorandum Of Understanding required by the Department for Work and Pensions for security standards and processes.
- Physical ICT equipment and software to ensure that security compliance.
- Public Services Network audit for both the internal and external ICT Infrastructure involving vulnerability testing.

Q4 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER

Risk 7 – Poor communications and public relations

Responsible Officer - Clare Law

Description

Good communication and public relations is essential to inform, maintain and develop relationships with residents, customers and partners to provide effective and efficient Council services.

Risk Consequence

Failure to communicate and respond to issues as they develop and inadequately or inappropriately communicating could lead to a major loss of reputation for the Council on a local, regional and national level. A loss of reputation can damage staff morale, trust between the Council and residents and impair the relationship between the Council and its partners meaning projects and services delivery is damaged.

Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
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	B	1	B1	RED
Mitigation Communication methods are in place to support face to face, mail or electronic communications with a developed website and social media channels to provide 24/7 communication service. The Council has an experienced public relation and communications function to support officers to deal with communications in a timely manner and promote the work of the Council.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER
Q4 Update In partnership with Viva PR, the Council continues to deliver communications via the Council's website, social media, and media releases. During Q4, 16 positive press releases were issued to promote the Council externally. Communications remains a standing item on the Corporate Management Team's weekly agenda to discuss any potential reputational risks and emerging issues. In Q4, negative engagement relating to the Waste Transfer Station improvements and Rawtenstall Gyratory scheme continued on the Council's social media platforms. To address misinformation, the Council published FAQ documents for both topics. These were shared via social media and were published on the Council's website, with trackable links to monitor engagement. The Waste Transfer Station FAQ received over 1,000 views, and the Rawtenstall Gyratory FAQ was viewed nearly 800 times. The Council will continue to use FAQ documents as a strategic tool to provide clear information, proactively managing the risk of misinformation across social media.				
Q4 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	C	4	C4	AMBER

Risk 8 – Non – Delivery of Corporate Programmes

Responsible Officer - Rob Huntington

Description

The Council has agreed the 6 corporate programmes for 2023/24 to support the delivery of Corporate Plan.

Risk Consequence

Failure to deliver the corporate programmes would have a detrimental impact on the delivery of the Council's Valley Plan 2021-25, Our Place, Our Plan, and

result in a reputational risk to the Council's commitment to the residents. The failure to deliver the corporate programmes could potentially have a negative impact on the council's revenue budgets (by failure to deliver income generating projects) and delivery of the medium term financial strategy, and the associated economic and social benefits may not be realised.

Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER

Mitigation

Each corporate project has a Project Sponsor (member of the Corporate Management Team), a Project Manager and Finance Officer. Each corporate programme will have a robust project plan and live risk register. The Programme Sponsor will be responsible for the strategic overview of the corporate programme, and the Programme Manager will be responsible for the day-to-day management of the corporate programme. The Council's Programme Board meets quarterly to review the progress of the corporate programmes. The Programme Sponsor will be responsible for highlighting any concerns to the Corporate Management Team throughout the life of the corporate programme.

Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN

Q4 Update

A revised programme to support the delivery of the Valley Plan 2021-25 (Our Place, Our Plan) is being developed. The Programme Board reports on the Council's 5 overarching programmes (Regeneration, Climate Change, Properties, Operations, and Digital Strategy) with individual projects monitored at an operational level. The Corporate Management Team, Programme Managers and the Policy and Performance Officer attend Programme Board on a quarterly basis.

During Q4, the number of programmes was reduced to five, combining the former 'Capital Regeneration' and 'Town Centre Regeneration' programmes to streamline reporting. The newly formed 'Regeneration' programme now focuses on projects within individual town centres (Bacup, Haslingden, Rawtenstall, and Waterfoot), rather than funding streams. The previous meeting was held on 29th January 2025. No programmes were reported within the 'red' RAG status.

Q4 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN

Risk 9 – Financial Sustainability of Council Owned Leisure Assets

Responsible Officer – Chris Warren

Description

National lockdowns due to Covid-19 resulted in Council owned leisure facilities closing for extended periods. During closure no income was received and

outside of lockdown periods, income was significantly reduced. The cost of living crisis will have a significant negative impact on utility and salary costs for the Trust. This has impacted the financial sustainability of the Trust.

Risk Consequence

If the Council owned leisure assets are to be sustained in the longer term, the operators of the facilities have little recourse to additional funding to survive other than through the Council. This financial impact was managed in 2021/22 through additional government grants and Council support, however the real impact is likely to be felt in 2022/23, 2023/24 and continues in 2024/25.

Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	A	2	A2	RED

Mitigation

A report on the impact of all facilities has been produced by KKP and recommendations to minimise impact have been implemented. Senior Council officers are attending the Trust Board to ensure we work together to minimise costs and an intensive monitoring process is in place. Funding through a Covid-19 specific Sport England Fund has been received though this is limited in its amount and did not cover retrospective losses. Constant monitoring of future business plans and work in partnership to maximise income and reduce costs continues.

Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	A	2	A2	RED

Q4 Update

The latest forecast position of Rossendale Leisure Trust was around break-even for the year, however this has worsened slightly after a period of closure necessitated by the installation of air handling units. The expectation is that these units will create energy cost savings and will help with future inflationary and staff cost pressures.

A number of Council and Leisure Trust Board members have met to agree the need for an external strategic review of the Trust portfolio, its target operating model and financing arrangements with the Council. From this, the parameters have been drawn up between officers of the Council and the Trust which are being worked up into a procurement document to be agreed across all parties. Once this is agreed the Council will commission the outcome of which will advise on a revised corporate strategy and multiyear business plan/Medium Term Financial Strategy to demonstrate how the Council's aims can be achieved. This will need to be in accordance with desired leisure/health outcomes. Until this review is complete and the outcomes developed and deployed, the risk will remain as currently evaluated

Q4 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	A	2	A2	RED

Risk 10 – Staffing provision within Economic Development**Responsible Officer – David Smurthwaite****Description**

There is an over reliance on short-term contracted staff to support the Council's Economic Development provision and project delivery.

Risk Consequence

Failure to have sufficient resources to effectively manage the Council's ongoing projects and capital programme. This leading to late or non-delivery of projects, cost overruns and/or inappropriate spend against external funder conditions. As well as resulting in poor outcomes for the borough and non-delivery of Council priorities.

Initial risk assessment RAG status (without mitigation)**Likelihood****Impact****Overall Risk****Status****B****2****B2****RED****Mitigation**

The Council has a single source collaborative plan review document which will be updated and actioned on a monthly basis. A permanent resource requirement is being assessed for the Economic Development team and will feed into the budget setting process for 2025-26. On the assumption that this is accepted, recruitment of permanent, qualified staff will support delivery.

Risk assessment RAG status (after mitigation)**Likelihood****Impact****Overall Risk****Status****E****4****E4****GREEN****Q4 Update**

The Council has a single source collaborative plan review document which will be updated and actioned on a monthly basis. Following a restructure, all staff have been placed on permanent contracts and an external organisation has been employed to deliver key projects. This enhances project management resilience through access to a diverse and extensive range of personnel.

Q4 risk assessment RAG status (current)**Likelihood****Impact****Overall Risk****Status****E****4****E4****GREEN**