

Governance, Risk and Best Value Committee

10.00am, Thursday, 23 January 2025

Corporate Leadership Team Risk Report as at 12 November 2024

Executive/routine
Wards

1. Recommendations

- 1.1 It is recommended that the Committee notes:
 - 1.1.1 To note the Council's risk profile as at 12 November 2024, the most significant risks facing the Council and the key actions being taken in response to those risks.
 - 1.1.2 To note the additional risk information provided on; Budget, Cyber, Health and Safety and Health and Social Care Partnership risk.

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Corporate Leadership Team Risk Report

Corporate Leadership Team Risk Report as at 12 November 2024

2. Executive Summary

- 2.1 The purpose of this report is to present the Council's risk profile as at 12 November 2024, highlighting the most significant risks facing the Council, and to identify key actions being taken in response to those risks.
- 2.2 Risk assessments within this paper are based on management's view of the internal and external environments within which the City of Edinburgh Council operates, with subsequent decisions and actions considered in the context of the Council's risk appetite.

3. Background

- 3.1 This report is to provide the Governance, Risk and Best Value Committee with an update on the most significant risks the City of Edinburgh Council has identified and assessed as at 12 November 2024.

4. Main report

- 4.1 This report contains the most significant risks discussed at the CLT Risk Committee on 12 November and the risk assessment of the Council's enterprise risks. This is based on the CLT risk profile which is a summary of the CLT risk register. The risk profile shows where risks are within the heatmap currently (with controls in place).
Included within the report are current high impact red risks where risks with strong control environments could still result in a high impact if the risk were to crystallise. The objective of CLT's regular review is to ensure controls are in place, robust and monitored continuously. Understanding the robustness of assurance measures and working closely with, for example, Internal Audit contributes towards this.
- 4.2 Risk assessments within this paper are based on management's view of the internal and external environments within which the Council operates, with subsequent decisions and actions considered in the context of the Council's risk appetite.

4.3 CLT Enterprise Risk Heat Map

The Council’s enterprise risks are detailed below within the Council’s risk profile heatmap.



1. Child/Adult Protection (Regulatory and Legislative)	2. Organisational Resilience (Resilience)
3. Cyber (Technology and Information)	4. Essential Learning (Regulatory and Legislative)
5. Climate Change	6. Asset Management (Health and Safety)
7. Fraud and Serious Organised Crime	8. Interdependency Effectiveness (Service Delivery)
9. Housing Pressures and Resultant Risks (Regulatory and Legislative)	10. Health and Safety
11. Organisational Sustainability Including Transformation (Financial and Budget)	12. Financial Control (Financial and Budget)
13. Information Governance and Data Management (Regulatory and Legislative)	14. Context ((UK Government Counter Terrorism Strategy) (Resilience)
15. Legislative Change and Ongoing Requirements (Regulatory and Legislative)	16. Organisational Culture (People)
17. Partnership Procurement (Service Delivery)	18. National/Global Policy (Regulatory and Legislative)
19. Social Risk (Service Delivery)	20. Economic Downturn (Strategic Delivery)
21. Workforce Supply (People)	22. Managing Information/Disinformation (Reputational)

4.4 Risk Movement

The risks that have changed in terms of scoring since the previous report are as follows:

Interdependency effectiveness – increased from amber to red. The reason for this is a strong focus on how teams work together and are supported. There is an emphasis on capacity and the importance of cross Council engagement to ensure planned capacity with an emphasis on conversations and information sharing on projected requirements.

The Workforce risk has decreased from red to amber. The reason for this the work undertaken by Human Resources and services across the Council in terms of the approval and implementation of the Council's Strategic Workforce Plan 2024/27 and work streams from this (for example workforce planning).

Risks discussed at the CLT Risk and Assurance Committee include:

- Preparedness for significant resilience incidents. This included discussion on preparedness for a major incident.
- Public protection (safety). An overview of Child Protection arrangements in place within Children and Justice Services
- Interdependency effectiveness. A discussion on planning and capacity.
- Budget and transformation. A discussion on the alignment between managing the Council's budget as well as achieving transformation objectives particularly where money can be saved.

Risks discussed and added to the risk register include:

- Information governance and data management
- Housing pressures and resultative risks

There was a discussion at the Committee on risk management good practice, this included teams using horizon scanning to assess risk. An emergency building response to ensure business continuity and an improved Finance system where impacts were identified and managed through the risk framework.

Due to reporting timelines from CLT to GRBV there are times an update to risk information will be required at GRBV due to for example decisions and actions happening between the CLT Risk and Assurance Committee and GRBV. The Corporate Risk Management team and Service Directors are able to provide these details at Committee as required.

- 4.5 The factors driving the current risk ratings and actions are not an exhaustive list of issues affecting, or which could affect, the City of Edinburgh Council. Those factors are often referenced and detailed within for example other Council Committee reports. Appendix 3 details Enterprise risks trending by category.

4.6 Risk Management Activity

The Corporate Risk Management Team support colleagues in the management of risk through risk workshops and risk meetings. Support is based on the application of risk tools included within the Council's Risk Management Framework. There is an emphasis on the use of the Council's risk register, understanding behaviours and risk attitudes and the difference between risks and issues and approaches used. For example, technically a risk is an event that has not occurred and may require scenarios/horizon scanning approaches. Issues are happening now and need to be managed as a matter of urgency.

Prior to the CLT Risk and Assurance Committee the Head of Health, Safety and Risk and Chief Risk Officer meet the Councils Chief Executive and Executive Directors in advance of the CLT Risk and Assurance meeting to discuss the risk profiles and context.

Risks are reflected within the context of global risks detailed within the [World Economic Forum Global Risks Report](#) (issued every January). The report includes for example cyber, economic downturn and climate risk.

The Risk Management Team are currently working with the Association of Local Authority Risk Managers (ALARM) on Risk Appetite and Tolerance guidance which is expected to be issued nationally to local authorities in 2025.

Dates for Elected Member training on the Council's Risk Management Framework have been agreed and are as set out below. Training will be delivered via Microsoft Teams:

16 December 2024

17 January 2025

24 January 2025

19 February 2025

The training is one hour in duration aside from the date of 16 December where an extra half hour extension is included to provide an overview of the Council's Risk Appetite and Tolerance Statement agreed at Policy and Sustainability on 22 October 2024.

In January 2025 a risk maturity assessment will take place focusing on progress made including a gap analysis from January 2024. Information from the assessment will be reported to CLT and GRBV with a focus on actions and next steps.

5. Next Steps

- 5.1 Resultant actions from the risks identified in this report are being acted on as reported and will continue to be monitored within Directorate and CLT risk committees and will be subject to further scrutiny by GRBV committee.

6. Financial impact

- 6.1 There are no direct financial impacts arising from this report, although there may be resource implications associated with managing individual risks. Effective management of risks is part of good financial management and failure to manage them appropriately may have a range of financial consequences, including potentially serious negative financial consequences.

7. Equality and Poverty Impact

- 7.1 This report does not directly impact on equalities or poverty impact, although not suitably identifying and responding to these risks could cause an impact. This report and the approach to risk management more generally should support these important areas.

8. Climate and Nature Emergency Implications

- 8.1 This paper does not directly impact the climate or nature emergency, although not suitably identifying and responding to some risks would likely cause an impact. The Risk Management Policy and the approach to risk management more generally should support the effective management across these important areas.

9. Risk, policy, compliance, governance and community impact

- 9.1 This report highlights the Strategic risks for the City of Edinburgh Council, as it seeks to set out the current assessment of risk included within the CLT risk profile.

10. Background reading/external references

- 10.1 [risk-management-policy](#)
- 10.2 [risk-appetite-and-tolerance-statement](#)
- 10.3 [Sustainable Capital Budget Strategy 2023-2033](#)
- 10.4 [Revenue Budget Framework and Medium-Term Financial Plan \(MTFP\) 2024/29 – progress update](#)
- 10.5 [Adult Support and Protection and Social Work & Social Care Inspection Improvement plans](#)
- 10.6 [Sustainable Procurement Strategy Annual Report - 2024](#)
- 10.7 [2023-24 Internal Audit Annual Report and Opinion](#)
- 10.8 [2024-25-final-internal-audit-plan-updated-may-2024](#)
- 10.9 [WEF_The_Global_Risks_Report_2024.pdf](#)
- 10.10 [Violence at Work – Policy & Sustainability Committee 10 December 2024](#)

11. Appendices

- 11.1 Appendix 1 – City of Edinburgh Council Risk Appetite
- 11.2 Appendix 2 – Enterprise Risks - context and actions
- 11.3 Appendix 3 - Enterprise Risks - trending by risk category including risk appetite

Appendix 1 Risk Appetite

The information below is a summary of the Councils Risk Appetite.

Risk Appetite Behaviours

Risk Appetite	Description
Averse	Avoidance of risk and uncertainty in achievement of key deliverables or initiatives is key objective. Activities undertaken will only be those considered to carry virtually no inherent risk.
Minimalist	Preference for very safe business delivery options that have a low degree of inherent risk with the potential for benefit/return not a key driver. Activities will only be undertaken where they have a low degree of inherent risk.
Cautious	Preference for safe options that have low degree of inherent risk and only limited potential for benefit. Willing to tolerate a degree of risk in selecting which activities to undertake to achieve key deliverables or initiatives, where we have identified scope to achieve significant benefit and/or realise an opportunity. Activities undertaken may carry a high degree of inherent risk that is deemed controllable to a large extent.
Open	Willing to consider all options and choose one most likely to result in successful delivery while providing an acceptable level of benefit. Seek to achieve a balance between a high likelihood of successful delivery and a high degree of benefit and value for money. Activities themselves may potentially carry, or contribute to, a high degree of residual risk.
Eager	Eager to be innovative and to choose options based on maximising opportunities and potential higher benefit even if those activities carry a very high residual risk.

Council Risk Categories and appetite

Risk Category	Risk Appetite
Regulatory and Legislative Compliance	Averse
Health and Safety (including Public Safety)	Averse
Governance and Decision Making	Averse
People	Cautious
Financial and Budget	Cautious
Technology and Information	Cautious
Strategic	Cautious
Fraud and Serious Organised Crime	Cautious
Property	Cautious
Resilience	Cautious
Reputational	Cautious
Supplier Contract and Partnership Management	Cautious
Service Delivery	Open
Programme and Project Delivery	Open

Appendix 2 (Risks out of tolerance)

Enterprise Risks – Context and Actions

High Rated Risks

Risk: Financial Risk (but will also impact on legislative and regulatory risk and service delivery)	
Service: Edinburgh Health and Social Care Partnership	
Manager: Pat Togher	
Risk context	<p>2024/25 budget position</p> <p>The EIJB continues to operating in a challenging fiscal environment with an initial budget gap of £60m. This in turn requires saving of £48m to be delivered in this financial year.</p> <p>Most recent financial monitoring information highlights movement from the financial plan assumptions (in particular growth in prescribing costs) and slippage in the savings programme. Based on current projections, the Chief Finance Officer can only provide limited assurance of an in year break even position. Given the nature of the Integration Joint Board, budgets and costs are recorded in the financial ledgers of both partners. At the time of writing, neither is forecasting break even.</p> <p>The City of Edinburgh Council agreed at its meeting on the 19th December to provide further funding of up to £11.6m. Since this point, although the social care position has deteriorated, the Council's Service Director: Finance and Procurement has advised that overall the Council can achieve financial balance.</p> <p>2025/26 budget position</p> <p>Turning to 2025/26 financial position, the initial budget gap facing the EIJB has been estimated at £50m. The implications of the draft Scottish Government Budget settlement is being worked through and will be presented to the EIJB in 2025. However it is anticipated that this will not significantly improve the financial position facing the EIJB.</p> <p>Officers continue to develop a savings and recovery programme for 2025/2026 which will be considered at the EIJB in March 2025. However at this stage, it is anticipated that, even if all savings proposals are agreed, there will remain a material budget gap.</p> <p>Partners (Council and NHS Lothian) continue to work collectively to consider how to move health and social care to a sustainable financial footing.</p>

	<p>Whilst this direction is positive, at this time, no decisions have been taken regarding sustainable funding for next year/future years.</p> <p>As a result, to balance its budget in March 2025, the EIJB will have to reduce services by £50m and this will mean decisions on what services are no longer commissioned/delivered and/or reduced. The sizeable gap, may mean that the nature of these decisions may impact on the delivery of statutory and legislative duties which sit within the Council.</p> <p>The impact of the financial position both this year and next year will continue to have a detrimental impact on service delivery which includes:</p> <ul style="list-style-type: none"> • a high number of people waiting for an assessment and access to services across the system. • Increased demand for health and social care services. • workforce vacancies across the system. • not enough residential capacity with the system and there is a good level of care at home support, but demand is not being met at the rate required. • the ability of staff to manage a range of conflicting priorities including, implementing the recommendations from two improvement plans, service improvement identified within the change portfolio, disinvestments to achieve budget savings and demands on senior responsible officers.
Current controls	<p>In relation to the Edinburgh Health and Social Care Partnership (the Partnership), a series of workstreams are in place to address these factors and mitigate the risks including:</p> <ul style="list-style-type: none"> • Increased financial grip and control in relation to care package spending, increased focus on budget spend (e.g. overtime, discretionary spend etc). • Increased scrutiny and oversight of the savings programme. • Strengthened financial governance, with Heads of Service being held accountable for budget overspends. • A range of improvement actions identified within the Adult Social Work and Social Care and the Adult Support and Protection Inspection improvement programme. • Improvement activity related to the workforce, including recruitment and retention and succession planning and is linked to the delivery of the EIJB workforce strategy. • Work underway related to the Older Peoples Pathway which will redesign the bed base for Edinburgh • Ongoing discussions with partners in relation to planning for the £50m gap next year / sustainable funding.
Actions	<p>The strategic plan is due to be presented to the EIJB in March alongside the medium-term financial strategy and savings and</p>

	<p>recovery programme, recognising that these are all interlinked. The strategic plan will set out the strategic objectives over the next three year and will be set in the context of the extremely difficult financial position facing the EIJB</p> <p>Officers will continue to deliver against the 24/25 saving and recovery workstreams and to develop the programme for 25/26.</p> <p>Conversations with partners will continue in relation to the savings for this year and how this will impact on partners' ability to deliver on their statutory duties.</p> <p>The Partnership has started phase 2 of its restructure in key areas include mental health and social work/social care, recognising the importance of ensuring that the structure in this area is robust. This will also ensure that the structure is fit for purpose, albeit smaller in line with the financial position.</p> <p>Work has started to develop options to reengineer the front door, with more focus on early intervention and prevention, rather than crisis prevention and managing demand in a more cohesive way.</p>
Impacts	<p>Officers continue to look at opportunities to deliver additional savings within its 25 savings and recovery workstreams for 24/25, but these are unlikely to be material in nature.</p> <p>Whilst there continues to be dialogue with partners regarding sustainable funding in future years, officers are continuing to develop savings plans for 25/26 which will be considered by the board in March 25. Setting a balanced budget for 25/26 will mean removing c£50m of costs from the system. The magnitude of this gap (as well as the impact from previous savings programmes) will and continue to have a detrimental impact on individuals who require a health and social care service. However, the EIJB will continue to mitigate the impact of these proposals as far as possible.</p> <p>Challenges do continue in relation to recruiting to key critical posts within the Partnership with a consequent impact on service delivery. However, this is not occurring across the totality of the Partnership and recruitment to social work posts continues to improve. Therefore, this risk has reduced in terms of likelihood (from almost certain to likely) and consequence (from extreme to moderate) based on the increased controls and scrutiny in relation to our workforce position.</p>
The timeline for when the risk should be back within appetite	<p>Risk appetite is being reviewed on a continuous basis; however, it is unlikely to be back within appetite until the following actions have been delivered or key elements of these workstreams are implemented:</p> <ul style="list-style-type: none"> • Financial sustainability for health and social care services for next year and future years.

	<ul style="list-style-type: none"> • Key workstreams within the strategic plan • Completion/implementation of the older people’s pathway. • Implementation of the redesign of the front door. • Delivery of those actions arising from the adult social work and social care and adult support and protection improvement plan.
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Service: Customer & Digital Services	
Service Director – Nicola Harvey	
Manager: Heather Robb & Mike Brown	
Risk context – cause, risk and impact (please consider internal and external causes/drivers)	<p>Cyber Security Training - The City of Edinburgh Council is currently facing an elevated level of risk from targeted cyberattacks, which have been assessed as high-risk due to a combination of factors. These factors include a heightened threat level in the cybersecurity landscape, the critical nature of the services provided by the council, and the recent success of cyberattacks on other local councils throughout the UK, most recent St Helens Council in Aug 2023, Western Isles Council in November 2023, Leicester City Council Jan 2024 and NHS Dumfries & Galloway in March 2024.</p> <p>Cyber Security Ecosystem - The cyber security ecosystem needs to be continually developed and matured to address the heightened threat landscape. The Council has controls and mitigations in place around cyber security as it pertains to people, infrastructure, desktop and mobile assets - these will continue to be monitored.</p>
Current controls in place to manage the risk	<p>Cyber Security Training – desired 85% - 95% completion</p> <ol style="list-style-type: none"> 1. All managers to ensure staff and elected members are completing monthly cyber security training – this is mandatory and is tracked regularly and reported monthly through various forums. 2. In order to improve completion rates the use of the Metaengage application to ‘push’ training after multiple failed attempts to complete is being taken forward. The risk of implementing vs impact on critical operational services

has been independently assessed by the Risk team and has been categorised as 'low'. CLT have approved in principle the roll out of the Metaengage application, this application is being funded by Digital Services with the aim of rolling out across Q1 2025.

3. Training is monitored on an ongoing basis after the monthly issue.
4. Face to face training is also being explored to complement the on line training to provide more detail.
5. The change request to incorporate the Metaengage application into the current Metacompliance platform is approved with the aim of moving into rollout planning Q1 2025. The vendor has upgraded their application and discussions have been taking place with CEC and the Vendor to understand the changes and how these will benefit.

Cyber Security Ecosystem

1. Digital Services meet monthly with CGI to review the Currency Plan (tracking systems/hardware version management) and report back to DS Senior Management Team.
2. The Council and CGI teams are collaboratively managing Security Risks continuously across the estate. The Security Risk Management Plan (RMP) has continued its quarterly reviews and risk owners have been asked to provide regular updates to improve on the risk appetite by both partners in this framework, the Council and CGI. Enhanced reporting has been developed between key stakeholders within CGI and the Council
3. CGI have obligations around the cyber security ecosystem and have agreed a baseline plan with CEC. Progress is on track and is monitored and reviewed monthly.

	<ol style="list-style-type: none"> 4. Action/investigate improvements identified from the review of the effectiveness of Cyber Security user training. 5. Regular audit coverage of cyber security with related actions for improvement and tracked.
<p>Actions</p>	<ol style="list-style-type: none"> 1. CLT have provided approval in principle to move forward with the Metaengage application. A risk register and impact assessment will be produced as part of the roll out plan. 2. The change request for this technology is approved with the aim of moving into rollout Q1 2025, following changes that MetaCompliance have made to enhance this application. 3. MetaCompliance ongoing awareness campaigns (Council wide) 4. Regular reminders and check that training is taking place (Managers and Teams) 5. Face to face sessions are also being explored to complement the on line training to provide more detail 6. Exercise in a Box (Cyber scenario testing exercise being rolled out across the Council) 7. Simulated Phishing Exercises carried out monthly 8. Technical Cyber controls managed and maintained by CGI and Council Digital Services team
<p>Any impacts to actions for example budget</p>	<ol style="list-style-type: none"> 1. Provision should be made within the Capital and Revenue budgets for dealing with a cyber-attack. Information has been shared with finance colleagues to consider provision as part of budget setting process. 2. Provision should be made within the Capital and Revenue budgets to continue to strengthen the controls and monitoring of our technology infrastructure and systems. Information has been shared with finance colleagues to consider provision as part of budget setting process 3. Scenario testing of cyber operational resilience should be factored into all service plans over the next 6 - 12

	<p>months. This work is underway as part of the actions from the Directorate Cyber Resilience Audit. These are being tracked at the Cyber Resilience Board led by the Executive Director of Corporate Services.</p>
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Medium Rated Risk

Risk: Finance and Budget	
Service: Finance	
Manager: Richard Lloyd-Bithell, Service Director, Finance and Procurement	
Risk context	<p>This risk has two dimensions, one of which is the in-year revenue budget position managed mainly at service level.</p> <p>The <u>month five-based revenue monitoring report</u> was considered by the Finance and Resources Committee on 19 November 2024. As of that time, an overall overspend of £12.8m was projected, representing the net impact of £27.3m of service pressures (primarily in Homelessness and the Edinburgh Integration Joint Board) and £14.5m of largely one-off corporate mitigations. A further update will be reported to the Committee’s next meeting on 16 January.</p> <p>Failure of the Council to break even in 2024/25 would increase the savings requirement in 2025/26 due to a consequent need to reinstate, in part or in full, its unallocated reserve.</p>
Current controls	<p>Given this overall position, CLT has initiated a series of measures to mitigate these pressures, including development of prioritised action plans in overspending areas; exploring opportunities to accelerate future years’ savings and/or income plans; freezing earmarked departmental reserves, with release subject to explicit Section 95 Officer authorisation; where underspends emerge or opportunities to reprioritise are identified, using these to support the wider financial pressures rather than being reprioritised for new work; and scrutinising the need for all non-essential expenditure, in consultation with relevant elected members where appropriate.</p>

	<p>In addition, a Budget Support and Accountability Board has been established to increase senior officer grip and control on financial and operational performance, provide a constructive forum in which to discuss potential mitigating actions and facilitate effective ownership and accountability. The first meeting, held on 14 October, explored with relevant senior officers the full range of areas contributing to the net service pressures noted above, with a number of follow-up actions agreed.</p> <p>These actions have contributed to an overall improvement of £13.845m from the month three projection, albeit by their nature are one-off in nature or already assumed in the budget framework going forward.</p> <p>Included within the Council's overall projection is an in-year funding gap for Council-delegated services within the Edinburgh Integration Joint Board of £12.5m. As required by the integration scheme, a recovery plan has been prepared but, even if all the corresponding actions were approved and delivered, this was insufficient to achieve in-year balance.</p>
Actions	<p>While the Council has set a balanced overall budget for 2024/25, due to the continuing gap between projected service expenditure and available income, current planning assumptions identify significant incremental funding gaps exist in subsequent years, with a cumulative gap of at least £109m by 2028/29. This re-emphasises the importance of developing a financial plan to deliver the annual budget and integrate key processes into the budget development such as the Medium-Term Financial Plan (MTFP) and planning performance framework.</p> <p>The MTFP currently indicates an estimated incremental savings requirement, subject to management of other risks and pressures, of £30m in 2025/26. At the <u>meeting of the Finance and Resources Committee on 19 September 2024</u>, while acknowledging the potential for significant additional pressures to emerge within Homelessness Service and the EIJB, officers presented proposals that, if all approved and delivered, would address this gap in 2025/26. These proposals form part of a wider suite of actions geared towards securing the Council's medium- to longer-term financial sustainability, including management of service pressures and delivery of previously approved savings. <u>A further report on 19 November</u> updated members on the Council's approach to organisational transformation, which will be critical to addressing projected financial challenges. This includes a tiered approach which (i) addresses the Council's immediate budget pressures, (ii) delivers change projects already underway and (iii) sets out the</p>

	thematic transformation programme going forward. Once the implications of the 2025/26 Local Government Finance Settlement are clearer, a further update will be reported to members on 4 February 2025.
Impacts	The impacts of not balancing the budget are being managed as per the controls and actions. Both CLT and elected members will continue to be apprised on a regular basis.

Service: Health and Safety	
Manager: Chris Lawson, Head of Health, Safety and Risk	
Risk context – cause, risk and impact (please consider internal and external causes/drivers)	<p>Recent Health and Safety Survey of Duty Holders highlighted that some developed routines were not being implemented consistently, which could impact local health and safety standards.</p> <p>An insurer requirement not to position items within 10m of a school building and securely store loose parts play items to protect against risk of fire raising and building damage has been highlighted to School Management Teams.</p> <p>The Council is observing a persistently high level of incidents relating to Unacceptable Behaviour (Violent incidents), which can have an impact on those directly and indirectly affected by these incidents. The high level of incidents is not unique to the City of Edinburgh Council but is reflective of experience in other public sector organisations.</p> <p>There are health and safety areas where managers are directed by health and safety policy and newly developed management arrangements. There are other areas where they are guided on standards which can leave the detail of action required by specific individuals open to interpretation.</p>
Current controls in place to manage the risk	<p>Detailed Duty Holder guidance is in place relating to the arrangements required in Council operated workplaces, supported by a range of thematic guidance.</p> <p>The Education Management Team supported by the Health and Safety Team, colleagues in</p>

	<p>Waste Services and Facilities Management have developed a mechanism for school to address this risk.</p> <p>The Protecting colleagues from unacceptable behaviour Policy and supporting guidance set out the approach to be taken locally to manage the risk of workplace violence. The development of this policy and guidance was a collaborative exercise with trade unions.</p> <p>Workplace risk assessment, service user specific assessments/plans, staff training, regular monitoring of incidents and Service follow up and ongoing engagement with the trade unions. Significant effort has been made in recent years to ensure the Council captures an accurate picture of incident experience, which in part contributes to the higher number of recorded incidents.</p> <p>The Council currently has a range of health and safety policies, guidance and newly developed health and safety management arrangements published on the Orb setting out the approaches to manage key health and safety risk.</p>
<p>Actions</p>	<p>The Council Health and Safety team have engaged with those Duty Holders where action is required to support them to address points highlighted.</p> <p>The arrangement put in place for schools to address playground fire risks are being monitored by a short life working group, who are supporting by providing bespoke onsite advice as identified in a school survey. Waste Services are supporting the removal and recycling of materials to be removed from sites.</p> <p>A short-life working group operated earlier in the year with trade unions to review arrangements relating to Behaviours of Concern. This has resulted in the production of an agreed action plan, with many of the actions due to complete by the end of 2024.</p> <p>The Council's Health and Safety Strategy 2023-2028 sets out a plan to ensure all significant aspects of health and safety management are set out in a prescribed</p>

	<p>manner, delivery of this has been reported in the latest Health and Safety Annual Report, further development work is set out through 2024/25.</p> <p>A paper on Violence at Work was presented to the Council's Policy and Sustainability Committee on 10 December which includes a high-level summary of the themes and actions agreed by the short life working group.</p>
<p>Any impacts to actions for example budget</p>	<p>There are no issues preventing action at this point. This risk is likely to remain out-with appetite into 2025 while the actions already identified are implemented.</p>

Appendix 3 Enterprise Risks Trending By Risk Category (including Risk Appetite)

CEC Risk Profile	trending						CLT risk ratings		
	Q2 2022	Q3 2022	Q4 2022	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
01 Strategic Delivery Risk Appetite - Cautious	Yellow	Red	Red	Red	Red	Red	Red	Yellow	Yellow
02 Financial and Budget Management Risk Appetite - Cautious	Yellow	Red	Red	Red	Red	Red	Red	Yellow	Yellow
03 Programme and Project Delivery Risk Appetite - Open	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
04 Health & Safety Risk Appetite - Averse	Yellow	Yellow	Yellow	Green	Yellow	Yellow	Yellow	Yellow	Yellow
05 Resilience Risk Appetite - Cautious	Red	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Red
06 Supplier, Contractor, and Partnerships Management Risk Appetite - Cautious	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
07 Technology and Information Risk Appetite - Cautious	Red	Red	Red	Red	Red	Red	Red	Red	Red
08 Governance and Decision Making Risk Appetite - Averse	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
9 Service Delivery Risk Appetite - Open	Red	Red	Black	Red	Red	Red	Red	Red	Red
10 People Risk Appetite - Cautious	Red	Red	Black	Red	Red	Red	Red	Yellow	Yellow
11 Regulatory and Legislative Compliance Risk Appetite - Averse	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Red

12 Reputational Risk Risk Appetite - Cautious										
13 Fraud and Serious Organised Crime Risk Appetite - Cautious										
14 Property Risk Appetite - Cautious										

Please note property is a new category.