

CORPORATE RISK REGISTER

Latest Review - 31/05/2025

No.	Risk Event Description	Risk Owner	Current Impact	Current Likelihood	Current Risk Score	Proximity	Mitigating Actions In Place	Future Impact	Future Likelihood	Future Risk Score	Action Owner(s)	Future Actions / Update	Date
1	Maintaining and strengthen financial viability/balance across MTFP including failure to deliver identified savings.	CLT Corporate Director of Finance and Resources	5	5	25	Short and Medium term	<p>The Council’s financial position is challenging and necessary action has taken place to protect its long term financial sustainability and reduce reliance on Exceptional Financial Support. During 2024/25 this has included:</p> <ul style="list-style-type: none"><li>• Establishing a set of budget and financial planning principles.</li><li>• An open and transparent relationship across the organisation, including with CLT and Members for organisational ownership of the financial position.</li><li>• Review of financial pressures increasing the use of data and evidence to forecast pressures, scenario planning and a more realistic view of risks with the estimates.</li><li>• Review of all current and proposed savings to test their validity and assurance on delivery.</li><li>• Improvement in forecasting and a focus on delivery of savings.</li><li>• Review of other assumptions, including inflation and pay to provide a more realistic financial position across the next five years.</li><li>• Regular review of all assumptions through the annual budget setting process as new information comes to light, up to the point of publication.</li><li>• Review of the Capital Programme which is undertaken annually as part of the budget process and its governance. This includes the newly established Strategic Capital Board to oversee the development, monitoring and reporting of the whole programme and improve the decision making of all schemes</li><li>• A move towards medium term financial planning and starting the process earlier by delivering Budget Series 2025 over the course of 3 months (April to June). This was a two-day Budget Sessions each month with a focus on increasing awareness and accountability of Leadership Network and time over the Budget Series for identifying budget proposals and delivery plans for 2026/27 and beyond. There was also focus on providing assurance on the existing savings for 2025/26.</li></ul>	5	5	25	CLT Corporate Director of Finance and Resources	<p><b>Future actions:</b> External support to: - provide Strategic Advice to the S151 and Leadership Team, aligned to the financial recovery and response plan and the MTFS. - help the delivery of Adult Social Care savings and help deliver key MTFS cross cutting savings projects such as Procurement and Contracts</p> <p>Further strategic decisions will be needed to determine how best to utilise limited resources to deliver the priorities in the CDP. Through budget planning we will give Members choices for them to prioritise. This will also mean providing assurance of good value for money and our service provision is in line with others (costs and quality).</p> <p>Continue to Lobby and engage Government through various channels for future funding, provide evidence on the importance of relative need in funding allocations. This includes through consultation responses, various professional networks and MPs.</p>	31/3/2025 and on-wards
1					25		<p>Regular review of ‘committed’ reserves and other historic balances to identify any which can be transferred to manage risks and uncertainties.</p> <p>A full financial response and recovery plan has been developed and overseen by the Chief Executive and Corporate Director of Finance and Resources which has established an organisation emergency response to the financial position. The emergency response consists of:</p> <ul style="list-style-type: none"><li>- Financial Recovery GOLD , bi-weekly meeting of Corporate Directors, chaired by the CEX to provide accountability and assurance in respect of progress against the delivery of the plan and the savings</li><li>-Financial Recovery SILVER, a weekly meeting of Directors to organise the practical delivery of the Plan across the council and held to account on the progress by Recovery GOLD</li><li>-Financial Recovery Cabinet Group meet 6-weekly, chaired by the Leader to ensure clear political oversight of the emergency procedures</li></ul> <p>In addition to the Recruitment Board, a Spend Control Panel has been put in place to review council discretionary spend and commitments for amounts of £1,000 and above. This includes spend on Purchasing Card, Internal Payments Requests, one-time vendors, variations to contracts and all other purchase orders.</p> <p>The emergency arrangements have been in place since early 2025 to deliver the plan which overall objective is to reduce the reliance on EFS in the future and improve the Councils financial resilience and sustainability. Link to response and recovery plan to be inserted when available.</p> <p>More structured communications plan with the whole organisation on the position and changes required i.e. Dedicated Web Page on the Financial Recovery (Taking control of our future   Intranet) , Let’s Talk Sessions, Leadership Network Briefings/Updates etc</p>			25			

2	Non-delivery of transformational change due to lack of corporate change functions	All	5	4	20	Short and Medium term	<p>The Change Framework for Category A programmes was established following CLT approval in January 2024 and sits with the Digital and Change team under the Chief Digital and Innovation Officer.</p> <p>This Framework has established three change functions that cover the areas of Corporate, People and Place.</p> <ul style="list-style-type: none"> <li>• Led by 3 'Heads of Change', they consist of a core team of permanent officers who are configured to deliver outcomes and impact.</li> <li>• Alongside the permanent roles, there will be the ability to flex up and down according to demand.</li> <li>• Equal focus given to implementing change, service redesign and benefits as well as traditional project management.</li> <li>• Standardisation across all three areas with shared business resources. But each area can tailor their approach to the needs of their services</li> <li>• Each Head will manage their project pipeline, resourcing, reporting and risk management. Exception reporting will continue to come to CLT.</li> <li>• This function focuses on Category A projects, but a proposal is being taken to SLT to review these programmes in light of the savings the council needs to make.</li> <li>• Regular reporting of projects status to CLT.</li> <li>• Through 2024 we were operating under capacity, but two teams are now fully recruited and inducted, and a portfolio of work has been allocated.</li> <li>• Core funding agreed for 25/26, funding in future years tbd</li> <li>• Change Delivery Group in place and validating reporting over past year.</li> <li>• All live Cat A programmes and projects properly documented and governed.</li> <li>• Financial benefits tracked and under/over performance clearly understood.</li> <li>• Initial work to draw in other key internal delivery partners underway (comms, HR, digital, finance etc).</li> </ul>	4	3	12	Chief Digital & Innovation Officer	<p>In line with the agreed managing change framework, a summary of all Category A projects are reported for discussion/review at the Change Delivery Group (monthly) and CLT (quarterly as part of performance monitoring which also includes Corporate Delivery plan, Capital projects and Finance /MTFS).</p> <ul style="list-style-type: none"> <li>• 'Heads of Change' have been appointed and recruitment is underway to create/complete teams under 'Corporate' and 'People'. HoC Place only commenced last month so recruitment of time likely completed by Apr 25.</li> <li>• Teams will lead/manage/oversee delivery of Cat A projects according to area (e.g. Corporate/People/Place).</li> <li>• Each Head will manage their Cat A project pipeline, with exception reporting continuing to go to CDG and CLT.</li> <li>• Adoption of this structure is being phased due to in flight commitments (with Children's due to transition from Apr 2025).</li> <li>• Change Framework and criteria being refreshed after annual review and proposals to CLT on Feb 20th 2025</li> <li>• New list of ideas being assessed for Cat A and Cat B suitability – with MTFS boards proposed for each Directorate to ensure holistic monitoring.</li> <li>• Assessment of income generation and invest to save ideas being carried out to spot links to Cat A/B, identify duplication and ensure feasibility.</li> <li>• Resource planning taking place to ensure appropriate support to deliver at pace. This will require support from Finance to provide alternative funding if HRA recharge ceases.</li> <li>• Consolidation of further CIPFA. Commercial Gov and 31Ten recommendations planned for.</li> </ul>	Apr-25
												<ul style="list-style-type: none"> <li>• Change Delivery Group to have Board status to ensure sufficient challenge and grip across all Cat A/B work.</li> <li>• Capacity building offer to organisation to be launched ready for new financial year.</li> <li>• MTFS targets will require robust diligence/challenge to ensure they remain realistic to deliver and there should be a vehicle to reforecast savings for future reporting</li> </ul>	
12	Unable to attract and retain scarce skills or those in high demand. The Council does not have the appropriate skills, capacity and capabilities in place and/or recruited to deliver the Corporate Delivery Plan effectively.	Corporate Director Culture Strategy Comm	5	4	20	Short and Medium term	<p>New Workforce Development Strategy 2024 has been approved and launched in September 2024.</p> <p>Review of the use of Agency Workers use is ongoing and there is an accelerated recruitment protocol in place.</p> <p>Restructures and Focused Recruitment Campaigns - high volumes across directorates and recruitment campaigns arranged as required.</p> <p>Template and workshops designed to assist Directors in formulating workforce action plans</p> <p>New approach to Manager training has been designed and the pilot has launched in September 2024, which will inform future activity.</p> <p>Human Resources reviewed additional employee benefits</p> <p>New purchasing annual leave scheme launched in April 2025</p>	5	3	15	Chief People Officer	<p>Directorate workforce plans are being developed during 2025, this will include specific retention and recruitment plans to ensure suitable resourcing and succession planning</p> <p>New recruitment methods, such as video applications, are being investigated for future potential.</p>	<p>December 2025 Ongoing</p> <p>March 2026</p>
9	Failure to prepare for the impact associated with climate change, including air quality and pollution, extreme weather (e.g. flooding, heat).	Corporate Director Env & Resident Exp	5	4	20	Medium term	<p>Responding to the Climate Emergency is one of the council's corporate priorities and is monitored through the Corporate Delivery Plan (CDP).</p> <p>Mitigations include producing long-term strategies and plans to reduce the risk and consequences of climate change in the borough.</p> <p>A range of strategies and policies exist detailing the Council's approach to mitigate against the impact of Climate Change, such as the Local Plan, the Haringey Climate Change Action Plan (A Route Map for a Net Zero Carbon Haringey), Pollution Control - Contaminated Land, the Flood Risk Management Strategy, Parks &amp; Green Spaces Strategy and the Affordable Energy Strategy.</p>	5	4	20	Programme Director Wellbeing & Climate	<p>1) Develop a Risk Map and Action Plan (set out within CDP) for the Council and the Borough.</p> <p>2) Integrating in the London Council's Resilience Toolkit including:</p> <ul style="list-style-type: none"> <li>* Building on Heatwave JSNA.</li> <li>* Highways Flood Maps.</li> <li>* Emergency Planning Response.</li> <li>* Community outreach on adaptation measures.</li> <li>* Building in community resilience to events.</li> </ul> <p>3) Engagement with the community through the Haringey Climate Partnership, facilitating local climate action.</p> <p>4) Joint work with Public Health on a Climate Adaptation and Resilience Plan.</p>	31-Oct-25

5	Failure to meet Housing / Achieve full regulatory compliance for Council Housing Stock standards	Corporate Director Adults Housing Health	4	4	16	Short and Medium term	<p>Housing improvement Plan in place as agreed by Cabinet April 23 in place and delivery overseen by housing improvement Board</p> <p>Agreed a target to achieve housing decency by March 2028 with the Regulator and exceeded our interim target of 1000 homes made decent for 23/24</p> <p>We also achieved our target of developing a new Housing Asset Management Strategy, agreed by Cabinet December 2023, including £627m of investment in the stock over the next 10 years. This will be delivered through 4 new partnering contracts</p> <p>We have procured and are implementing a new compliance management system that will remove the manual data handling, manipulation and human error risks associated with using spreadsheets of complex data management. The system is expected to be fully operational by the end of December 2024 to manage the main 6 compliance areas of Gas, Fire, Water, Electric, Asbestos &amp; Lift safety.</p> <p>The Housing Quality Network has been commissioned to carry out a mock Housing inspection of Housing Service's compliance with the Regulator's consumer standards, to assist with action planning and preparation for housing inspection in Autumn 2024</p> <p>A project team has been established to assist with action planning and preparation for inspection. Project leads are Programme Manager (HSBS) &amp; Transformation Portfolio Manager (Housing)</p> <p>Cross-cutting Senior Management steering group with representation from across the Council established from July 24 to oversee preparation for inspection and action planning, to meet 6 weekly.</p> <p>The Repairs Board oversees a number of workstreams in the Housing Improvement Plan to improve the repairs service to residents.</p>	4	2	8	Corporate Director Adults Housing Health & Housing and Operational Director - Housing & Building Safety	<p>We have made 791 homes decent this year, exceeding the target of 700. Mitigating actions to achieve target include planned internal, Fire Door Replacement and Electrical Works and a programme of validation surveys. We completed our 3-year Stock Condition Survey in May 2024 with 75% of the stock surveyed.</p> <p>The procurement of four new Partnering Contracts to deliver £560m work over 10.5 years has been completed with the Contract Award report due to go to Cabinet in June. Following mobilisation go live is expected in October 2025. This is a key factor to support the achievement of 100% decency by 2028 in line with the asset management strategy agreed by cabinet in 2023.</p> <p>All 'Big 6' (FRA, EICR, LGSR, Asbestos, WRA and LOLER) modules are set up on the new compliance system, with full inspection programme information uploaded.</p> <p>All FRA actions have been integrated into the system, removing the use of spreadsheets to manage actions. Training with users is ongoing around receiving and managing actions.</p> <p>Regular sessions have been arranged with officers running the 'Big 6' programmes to ensure that inspection certificates are being uploaded to the system and that reconciliations are being carried so that the programme is up to date.</p> <p>Integration with NEC/Northgate is now being progressed to update C365 with new property information, duplicates, voids etc.</p> <p>Further development of the reporting dashboards to present future KPI information.</p> <p>We will also look to implement additional modules for other compliance areas. June 2025.</p>	
5 (Cont)					16					8		<p>Development of the data integration with NECH and our reporting dashboards is on-going. We are also developing the Building Safety Case module and QR Coding of all communal fire doors. Due to the need to re-align all lift assets with our lift maintenance programme, we are asset tagging and re-numbering all our residential, communal passenger lifts. The lift asset tagging and re-numbering, and fire door QR coding are anticipated to be completed by the end of June 2025.</p> <p>The HQN mock inspection of the housing service took place Sept/October 2024. Action plan developed in response to identified areas of improvement which is reported to the Member Housing Improvement Board six weekly, with the action plan having been overseen by the board since March 2025.</p> <p>Structural changes to the Housing Repairs Service delivery model to increase ownership and accountability - June 2025.</p> <p>Changes to the Repairs Management structure have been implemented with permanent Team managers now appointed. A high-level review of the Housing Repairs service delivery model was undertaken in March 2025, with a report recommending an options appraisal of delivery models scheduled for July 2025 Cabinet. This initiative is to reduce costs, improve efficiency, and achieve better value for money.</p> <p>Work is also under way on procurement of suitable supply chain provision for the short and longer-term to ensure future WIP is kept to a minimum and improve both jobs completed in target time and customer satisfaction.</p> <p>Damp and Mould CRM IT system to provide better reporting and understanding of all cases that have damp and mould - December 2025</p>	Dec 2025
6	Serious Cyber Security Incident leading to all or multiple council systems shutdown and/or council unable to undertake business and/or significant ICO fine & reputational damage due to data breach, malware outbreak, phishing or ransomware attack.	Chief Information Officer & Corporate Director of Finance and Resources	5	3	15	Short and Medium term	<p>Digital architecture reviewed and key controls established.</p> <p>Systems we manage are all backed up so we can revert to a clean version - albeit with some loss of work/updates (however sometime infection is also on the backups due to "sleeper" viruses).</p> <p>Regular internal audits to seek independent assurance</p> <p>Technical solutions for firewall, firmware/software/hardware solutions are in place.</p> <p>Mandatory training for all staff on Cyber Security Awareness (but not mandatory).</p> <p>Staff Awareness on cyber security via regular posts by Digital Compliance Manager.</p> <p>Pentest Partners procured to provide technical expertise in the management / control of a cyber event.</p> <p>Cyber-Security in My Learning is Mandatory.</p>	5	3	15	Corporate Director of Finance and Resources / SIRO / Director Digital and Change	<p>We can put in place controls, testing and all the security measures we can to reduce the likelihood we will be subject to a major attack, but the risk and impact will never go away. As a government body we will always be a target for attack and the threat vector is changing constantly.</p> <p>We will however:</p> <ul style="list-style-type: none"> <li>- Clarify the process and procedures for when a major incident occurs.</li> <li>- Continue to raise awareness in the organisation.</li> <li>- Continue to migrate data and platforms to the cloud</li> <li>- Seek independent assurance from internal audit</li> <li>- Explore backups for our data held in Microsoft, (OneDrive, SharePoint, Teams etc)</li> <li>- We are only available to monitor events during office hours via our SIEM and Microsoft /Palo Alto admin pages. We need to replace our SIEM (expires December 2025 &amp; not fit for purpose) to improve our detection of "odd" events and as far as possible automate reactions, such as texting an on-call employee.</li> <li>- Improve our knowledge and approach to Zero-Day vulnerabilities linked to systems we use are very likely to be exploited and could be undetectable, until the hacker does something deliberate or accidental that is visible to us..</li> <li>- Security Team conduct Phishing simulations – a proportion of staff fall for them each time. Unfortunately many are repeat-susceptible and the percentage seems to have plateaued. Will look at the next stage of comms and training to improve this.</li> <li>- Develop an AI policy that takes into account emerging AI platforms and our security.</li> </ul>	31/03/2025

8	Adequate processes are not in place to safeguard vulnerable children and adults within the borough who were or should have been in receipt of services, either from the council or a partner agency.	Corporate Director of Children's Services Corporate Director Adults Housing Health	5	3	15	Medium Term	<p>A developed quality assurance system is constantly reviewed</p> <p>Quality Assurance Framework in place</p> <p>Performance monitoring on national KPI's every quarter with good outcomes</p> <p>Strong Learning framework in place from deaths of service users with good involvement of family members or representatives</p> <p>Strong focus on early intervention and safeguarding prevention</p> <p>Arrangements in place to mitigate the risk of death or serious injury to a child arising from abuse or neglect, in addition to those covered above, include caseload monitoring, quality assurance activity including case audit, maintaining low levels of vacancies for social workers.</p> <p>Multi-Agency-Safeguarding-Hub, Local Safeguarding Children Partnership (LSCP) Annual Report; Child Protection Report; Quality Assurance team in Adults, reviewing contracted services and council services.</p> <p>Adults and Children safeguarding - Mandatory safeguarding training for all staff.</p> <p>Positive assurances from external inspections of Children's Services.</p> <p><b>Adults</b> - The CQC rated Safeguarding as 'Good'. They highlighted the recent changes made to pathways to improve the experience not meeting s.42(2) thresholds. The role of the Safeguarding Adults Board was highlighted for its positive partnership approach to strategic safeguarding across the borough. of residents including increased response times. Strong practice in 'Making Safeguarding Personal', positive support for practitioners through training and workshops, good multi-agency working and preventative interventions for those residents</p> <p>Positive assurances from external inspections of Children's Services.</p>	5	2	10	Corporate Director of Children's Services Corporate Director Adults Housing Health	<p><b>ADULTS</b></p> <p>Adults - A robust adults board is in situ and will continue to provide assurance for multi-agency management. Multi-agency systems and pathways are in place to ensure that clear provision and support is provided where necessary. Policies, procedures and training matrix, demonstrate high levels of efficiencies in this area.</p> <p>Additionally, our newly implemented ASC Improvement Board and associated governance will support continuous improvement in this area.</p> <p><b>CHILDRENS</b></p> <p>Ensure thresholds clearly understood by all professionals. Opportunities provided for shared learning through audits and training events/conferences.</p> <p>Ongoing training opportunities provided to frontline staff via children's academy and other external offers.</p> <p>Regular supervision is provided to staff to ensure all work is reviewed by managers on at least a monthly basis.</p> <p>Ensure competent and timely completion of assessments, conferences and reviews completed in line with statutory guidelines. Checked Monthly</p> <p>Ensure all performance remains at least in line with national and statistical neighbours through benchmarking activity. To be checked weekly, monthly or annually depending on the indicator.</p> <p>Regular audits are undertaken as part of our quality assurance framework. This gives an additional lens on practice and allows strengths to be noted and areas for improvement to be considered and addressed by managers.</p> <p>Advise and check that maintained schools have risk assessments in place, covering all safety matters that pertain to children, young people and staff.</p>	31/3/25
11	Failure to instigate arrangements for the proper management of Council property (including commercial and administrative buildings).	Corporate Director Finance and Resources	4	3	12	Medium term	<p>The council's adopted Strategic Asset Management and Property Improvement Plan (SAMPIP) 2023-28 contains focused Action plans, based on the SAMPIP objectives.</p> <p>Action plan progress and activity is monitored regularly at Capital Projects and Property (CPP) Heads of Service meetings and Senior Management Team meetings.</p> <p>Progress is then taken through our property governance process on a monthly basis. Reporting on statutory compliance is provided quarterly.</p> <p>The transformational nature of this work means the Corporate Property Model, which is fundamental to the implementation of the action plans; is part of the councils change programme, reported monthly and to Corporate Leadership Team on a quarterly basis.</p> <p>Internal Audit resources are allocated to monitor and report independently on progress.</p> <p>An annual update of the progress against the SAMPIP action plans is taken to cabinet.</p> <p>As part of the above annual reporting, the SAMPIP is also reviewed at Directorate and corporate audit committees throughout the year.</p>	4	2	8	Director for Capital Projects & Property	<p>Implement the Property Improvement Plan.</p> <p>Review actions in the improvement plan and determine whether updates required.</p>	31/012/2026
13	Integrated delivery models for local health & care services does not deliver	Corporate Director Adults Housing Health	4	3	12	Medium term	<p>The CQC inspection rated Partnership and Communities as 'Good'. The report highlighted strong collaboration with various partners, including the Integrated Care Board (ICB), health services, and the Voluntary, Community, and Social Enterprise (VCSE) sector.</p> <p>There were clear structures and roles within the Haringey Borough Partnership (HBP) and Health and Wellbeing Board support shared objectives and strategic alignment. Teams like the Integrated Reablement team and Multi-Agency Care and Coordination Team (MACCT) work closely with health partners to provide coordinated care, reduce hospital admissions, and support independence. The local authority engages with the VCSE sector to understand and meet local needs, supporting grassroots organisations and involving them in decision-making processes.</p> <p>Integrated services and strong partnerships have led to improved care coordination and better outcomes for people, though there is still room for enhancing community engagement and coproduction efforts.</p>	3	2	6	Director - Adult Social Care	<p>Ongoing regular communication and engagement with ICB, health services, and the Voluntary, Community, and Social Enterprise (VCSE) sector to align goals and expectations. Clearer pathways and processes under development to ensure continuous learning opportunities related to integrated care practices and system navigation.</p> <p>Additionally, our newly implemented ASC Improvement Board and associated governance will support continuous improvement in this area.</p>	31/03/2025

3	Impact of significant external economic factors, affecting service delivery, the local economy, employment opportunities and cost of living for residents.	All	3	3	9	Long term	<p>The main concerns are rising cost of living, recovery of the economy from Covid-19, and the overall economic environment, particularly inflation and interest rates increases. Steps taken so far are: Establishment of a Cost of Living Support to provide advice, support and access to services to residents (<a href="https://www.haringey.gov.uk/community/here-help-financial-support-residents?utm_source=Media&amp;utm_medium=Press%20release&amp;utm_campaign=Financial%20Support%20Helpline%20HTH">https://www.haringey.gov.uk/community/here-help-financial-support-residents?utm_source=Media&amp;utm_medium=Press%20release&amp;utm_campaign=Financial%20Support%20Helpline%20HTH</a>);</p> <ul style="list-style-type: none"> <li>Connected Communities is a programme designed to improve access to council and voluntary support in Haringey</li> <li>Close monitoring of inflationary pressures and the impact on contracts and services;</li> <li>Continued monitoring of impacts on construction costs and supply chain</li> <li>Review of Business Continuity Plans;</li> <li>Work across services on plans to support the local economic recovery, which includes a focus on supporting local business and employment;</li> <li>considering the impact of demand led services in to the medium and longer term from Covid-19 and changing economic conditions;</li> <li>Identify inequalities within the borough that have been exposed through Covid-19, and who will be most impacted by the rising cost of living and to address these as part of the Recovery Framework.</li> <li>Continuous monitoring of the economic environment, including through our Treasury advisors, Arlingclose, other advisors and through professional networks.</li> </ul>	3	3	9	Corporate Director of Finance, Chief Executive and CLT		on-going
7	Failure to transform insourced leisure services including culture and operations to improve performance	Corporate Director Env & Resident Exp	3	3	9	Short term	<p>Insourced workforce being restructured onto Haringey terms and conditions - opportunity to address culture change;</p> <p>Capital works transformation programme in place - phase 1 complete and phase 2 planned.</p> <p>Recruitment to vacant lifeguarding posts complete - improves service reliability and opening hours</p> <p>Management resource capacity being created through restructure.</p>	3	2	6	Programme Director Wellbeing & Climate	<p>Governance for all related workstreams is now in place including a Wellbeing &amp; Climate Board and a steering group. Leisure Transformation Programme in development following appointment of Leisure Transformation Manager.</p> <p>Management restructure nearing completion which creates more capacity to deliver transformation and harmonise workforce.</p> <p>Culture change programme being developed with HR, alongside restructure of insourced workforce.</p> <p>Performance management indicators for the service developed, in line with industry leisure standards.</p> <p>Re-procurement of leisure management system underway to provide better customer journeys and improved commercialisation opportunities.</p>	31/10/2025
4	Potential health and safety incident affecting employees or member of the public.	Corporate Director Finance and Resources CLT	4	2	8	Short & Medium term	<p>Health and Safety arrangements policy in place. Arrangements also in place for the for directorates to carry out risk assessments and assess risk exposure for staff. All reported incidents are reported and the H&amp;S team monitor the incidents. A corporate Health, Safety and Wellbeing Board in place to receive reports from directorate Health, Safety and Well Being Boards every quarter and receive information from the Health and Safety team.</p>	4	2	8	Corporate Director Finance and Resources CLT	<p>Development and implementation of a new Corporate H&amp;S Strategy.</p>	31/12/2025