Audit Committee – Corporate Risks Detailed Report (16 and above)
(as at 29/09/2025)

Risk Code: CP05	**Failure to comply with Health & Safety and Fire Safety Legislation**	**Accountable Officer :** Matthew Fairclough-Kay
Unmitigated Score: High (20) **Optimal Risk Position:** 10 **Tolerable Risk Position:** 10 **Mitigated Current Score:** High (16) **Current Direction of Travel:** ▼ **Previous Direction of Travel:** ▼	**Description:** Health and Safety is a legislative requirement that is enforced by the Health and Safety Executive (HSE). The HSE intervenes when the organisation is found to be in failing in its management of health and safety (in contravention HSG 65). Fire safety is a legislative requirement enforced by Devon and Somerset Fire Rescue Service (DSFRS). DSFRS intervenes where an organisation fails to management fire safety or as a result of a fire incident, in accordance with the Regulatory Reform Fire Safety Order 2005 (RRFSO2005). Routine and periodic inspections of systems are required on ASSURE (the council's health and safety software management system). Likewise, incidents are required to be reported and investigated in accordance with the council's policies and procedures. Effective training, risk assessment and policy underpins organisational Health, Safety and Fire Management. From the 1st of July 2024, the assets which were previously managed by TEDC have transferred back to the Council and are now under direct control. Some of these assets have given cause for concern due to recent near misses/incidents therefore, the risk scoring will need to raise.	**Risk Completion Officer :** Dave Walker **Last Review Date :** 24/09/2025 **Identification Date:** 23/11/2022 **Previous Date of Change:** 24/09/2025

Mitigation status:	**Mitigation:**
Action ongoing	Adequate Health and Safety/Fire resources available
Action ongoing	Auditing of Assets
Action ongoing	Development and maintenance of ASSURE health and safety system
Action ongoing	Improved reporting
Action ongoing	Policies and procedures in place
Action ongoing	Risk Assessments
Action ongoing	Systems and procedures
Action needed	Up take of Health and Safety training

Latest Note:
Additional Fire and H&S posts are going out to advert in early October to support existing service delivery demand. Training remains a significant issue in a number of directorates with a downward trend in level 2 and 3 core H&S training being completed. System changes have been introduced on Assure to email managers when staff are approaching qualification renewal, with a link to the booking page. It is hope that this will encourage uptake. Finalised structures for Place will enable the population of the Assure system and improved H&S management and oversight.

Risk Code: CP06	**Failure for our wholly owned companies to comply with H&S, fire, environmental legislation**	**Accountable Officer :** Matthew Fairclough-Kay
Unmitigated Score: High (16) **Optimal Risk Position:** 8 **Tolerable Risk Position:** 8 **Mitigated Current Score:** High (16) **Current Direction of Travel:** ▬ **Previous Direction of Travel:** ▼	**Description:** It is vital that the Council oversees the delivery of health and safety within all our wholly owned companies.	**Risk Completion Officer :** Dave Walker **Last Review Date :** 24/09/2025 **Identification Date:** 30/03/2023 **Previous Date of Change:** 05/03/2025

Mitigation status:	**Mitigation:**
Action ongoing	Adequate Health and Safety resources available
Action needed	Auditing of Assets/Sites
Action ongoing	External Liaison
Action needed	Health & Safety Management Auditing
Action ongoing	Policies and procures in place
Action ongoing	Reporting of H&S

Latest Note:
A new assistant has been appointed to support Health and Safety delivery at SWISCo. Auditing and Site inspection plans need to be delivered in coming months to provide reassurance and will be picked up through planned work with Torbay Council Corporate Safety Team. Health and Safety Executive investigations are ongoing in relation to two matters.

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Risk Code: CP14	Failure to implement the SEND inspection priority actions and improvements	Accountable Officer : Nancy Meehan
Unmitigated Score: Very High (25) Optimal Risk Position: 9 Tolerable Risk Position: 9-12 Mitigated Current Score: High (20) Current Direction of Travel: Previous Direction of Travel:	**Description:** In March 2025, a Joint Area SEND Inspection conducted by Ofsted and the CQC identified significant and systemic weaknesses in the delivery of services for children and young people with special educational needs and/or disabilities (SEND) in Torbay. The inspection resulted in a formal requirement for the local area partnership to submit an improvement plan outlining how priority actions and areas for improvement will be addressed this also means that Torbay is under notice by the Secretary of State. This risk reflects the potential failure to implement those required improvements effectively and within expected timescales, which could lead to continued poor outcomes for children and young people, non-compliance with statutory duties, and further regulatory intervention.	**Risk Completion Officer :** Hannah Baker, Lisa Chittenden **Last Review Date :** 24/09/2025 **Identification Date:** 30/03/2023 **Previous Date of Change:** 17/05/2023

Mitigation status:	Mitigation:
Action ongoing	Co-Production & Engagement
Action ongoing	Governance and strategic oversight
Action ongoing	Influencing and Partnership Engagement
Action ongoing	Monitoring & Evaluation
Action ongoing	Practice Improvement (Council Led)
Action ongoing	Service Planning & Commissioning

Latest Note:
Priority Impact Plan coproduced and awaiting DFE approval.
Key leads identified and work has started without delay.
Key risk is the partnership's ability to gather feedback from parents and carers and improve the voices of confidence who will report back to Ofsted when reinspection happens in Dec26.

Risk Code: CP15	Failure to stabilise the budget for the Higher Needs block	Accountable Officer : Nancy Meehan
Unmitigated Score: Very High (25) Optimal Risk Position: 10 Tolerable Risk Position: 10-15 Mitigated Current Score: High (20) Current Direction of Travel: Previous Direction of Travel:	**Description:** The Higher Needs Block of the Dedicated Schools Grant continues to be overspent. The forecast year end overspend (2022/23) is £2.716m with a cumulative deficit of £11.715m. The Higher Needs Block provides funding to education provisions through the provision of additional support either through identification at SEN K or through the provision set out in an Education Health and Care Plan. The identification of need and the demands on the budget are currently not aligned to the budget received on annual basis. The deficit position of the budget is currently supported by a National Statutory Override, this mechanism is in place for the next three years and provides a way of the Council accounting for the deficit, however this does not address the deficit budget position. In February 2022 Torbay were invited to take part in the Safety Valve programme. The aim of the programme is to agree a package of reform with the DfE and approved by the Secretary of State to implement a DSG Management Plan of the high needs system that will bring the dedicated schools grant (DSG) deficit under control by reducing the spend on the high needs budget by 26/27. Torbay were notified on 14.3.2023 that the Secretary of State had approved the proposals and as a result will support Torbay financially with the HNB deficit on the basis we can implement robustly the proposals within the DSG Management Plan. Torbay will be subject to 3 times a year monitoring visits as part of the scrutiny.	**Risk Completion Officer :** Lisa Chittenden **Last Review Date :** 10/09/2025 **Identification Date:** 30/03/2023 **Previous Date of Change:** 17/05/2023

Mitigation status:	Mitigation:
Action ongoing	Ceasing and reviewing Education Health and Care Plans
Action ongoing	Control – Contributions from agencies
Action ongoing	Control – Higher Needs Review Group
Action ongoing	Control – IPOP panel
Action ongoing	Control – SEND Board and Continuous Improvement Board
Action ongoing	Early intervention and Prevention
Action ongoing	Implement the DSG Management Plan
Action ongoing	Learn from Best Practice
Action ongoing	Performance data
Action ongoing	Safety Valve
Action ongoing	Workforce Development Programme

Latest Note:
The Safety Valve (SV) agreement came into place on 17th March 2023 providing the deficit budget position to be funded, subject to the ongoing delivery of the SV terms and conditions of the agreement. Regular submissions of the progress made towards the Safety Valve have been provided to the Education and Skills Funding Agency. In April 2025 the LA reported to the Safety Valve team for the first time that Torbay forecasts it would not meet its financial target by March 2027. The DFE have responded and have requested further information.

It has been confirmed that JULY will be paid. Further monitoring reports are due in December 2025.

There are significant and sustained pressures and risks as the demand for Education Health and Care Plans is not reducing and the number of plans that are able to be ceased is slowing. We have inputted some mitigations to try to reduce the number of Requests for Statutory Assessment (RSA) such as early Next Steps Meetings prior to RSAs and a robust and rigorous No to Issue process; this has resulted in Torbay EHCP declining by -12%, whereas national figures show a +12% increase in EHCPs. Despite this success financial pressures on those with existing plans continue as per head provision costs rise.

Torbay educational settings are also at this time facing additional financial pressures from NI increases and teachers pay disputes but also the local factor of a dramatic birth rate dip of more than 25%. This creates additional pressure whereby services and support ordinarily available in schools reduces, forcing more families to seek an EHCP. As such this risk remains high and we will continue to monitor our progress.

All mitigations remain accurate at this time.

Risk Code: CP17	Placement sufficiency	Accountable Officer : Nancy Meehan
Unmitigated Score: Very High (25) Optimal Risk Position: 10 Tolerable Risk Position: 10-15 Mitigated Current Score: Very High (25) Current Direction of Travel: Previous Direction of Travel:	**Description:** The cost of placing children in care, including Unaccompanied Asylum-Seeking Children (UASC), continues to be a significant pressure within Children's Service – both within Torbay and nationally. The service continues to focus on early help, prevention and intervention at the earliest possibly point in a child and family's life, mitigating against crisis and reducing the likelihood of a child becoming cared for. Despite the overall numbers of cared for children continuing to reduce in comparison to previous years, significant shortages of suitable and available placements are driving up costs within the market. Price increases since 2021/22 are in excess of 30% in residential and unregulated/unregistered placements. The legislation on unregulated placements changed in September 2022 and continues to result in further pressure on this budget.The budget for Care Placements (including Unaccompanied Asylum-Seeking) overspent by £1.937m in 2023/24, and underspent by £657k in 24/25. This is following the placements budget receiving £2.1m of growth funding for 24/25, as part of the budget setting process for that year. As part of the 25/26 budget setting process, an additional £1.3m has been provided to cover the inflationary increases of the fees being requested by placement providers. The service continues to work hard with colleagues across the Peninsula providers, and this year those providers on the framework have a fee increase of 4% and those placements which are off framework and spot purchased remains at a 3%, the same as 2024-25. However, the high cost of weekly placements for residential and	**Risk Completion Officer :** Lisa Chittenden **Last Review Date :** 24/09/2025 **Identification Date:** 30/03/2023 **Previous Date of Change:** 05/12/2023

Mitigation status:	Mitigation:
Action ongoing	As part of the wider restructure, consider the staffing sufficiency of the Placecements Team
Action ongoing	Continued focus on early help, prevention and edge of care services
Action ongoing	Diversify and broaden the range of locations from which family time can be facilitated
Action ongoing	Expand & diversify the range of Short Breaks available for children assessed as requiring provision
Action ongoing	Focus on permanence
Action ongoing	Identification of suitable properties
Action ongoing	Increase the number of Fostering enquiries and approvals in line with Torbay's local aspiration
Action ongoing	Review targeted support in relation to LD placements & associated joint work with Health
Action ongoing	To consider how we collaborate with the market to create a children's home for Torbay children only

Latest Note:

The budget for Care Placements (including Unaccompanied Asylum-Seeking) overspent by £1.937m in 2023/24, and underspent by £657k in 24/25. This is following the placements budget receiving £2.1m of growth funding for 24/25, as part of the budget setting process for that year. As part of the 25/26 budget setting process, an additional £1.3m has been provided to cover the inflationary increases of the fees being requested by placement providers. The service continue to work hard with colleagues across the Peninsula providers, and this year those providers on the framework have a fee increase of 4% and those placements which are off framework and spot purchased remains at a 3%, the same as 2024-25. However, the high cost of weekly placements for residential and unregistered and unregulated placements remains a concern and a risk to the budget, hence this area will continue to be monitored closely throughout the year.

As at September 2025 Placement sufficiency is impacting on the overall CS budget and we now have a budget deficit which is being monitored closely. Work is ongoing within the service and the Transformation programme to address this risk (as detailed within the mitigations) - All mitigations remain ongoing.

Risk Code: CP46	Effective Housing delivery	Accountable Officer : Alan Denby
Unmitigated Score: High (20) Optimal Risk Position: 8 Tolerable Risk Position: 8-12 Mitigated Current Score: High (16) Current Direction of Travel: Previous Direction of Travel:	**Description:** That the Council fails to ensure delivery of an appropriate breadth and scale of housing to meet Torbay's needs. This means that there will be insufficient housing to meet the requirements of Torbay's communities for the overall number of properties, their size and affordability. There will also be impacts on the Community & Corporate plan should the risk be borne out.	**Risk Completion Officer :** David Edmondson **Last Review Date :** 03/09/2025 **Identification Date:** 21/06/2023 **Previous Date of Change:** 03/09/2025

Mitigation status:	Mitigation:
Action ongoing	Confirmation of the Council's role in housing delivery.
Action completed	Creation of a Housing Delivery Plan
Action ongoing	Deliver Housing Delivery Plan
Action ongoing	Delivery of the Housing strategy action plan
Action ongoing	Delivery of the Town Centre regeneration programme
Action ongoing	Development of relationship with Homes England
Action needed	Development of the Strategic Housing Board
Action completed	Prepare Housing Delivery Plan
Action ongoing	Releasing Council land assets including greenfield allocated sites
Action ongoing	Staff resources

Latest Note:

Probability reduced to 4 based on the mitigations. Actions are underway as per the mitigation settings and the pipeline is strong.

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Risk Code: CP47	**Effective delivery of Economic Growth Strategy**	**Accountable Officer :** Alan Denby
Unmitigated Score: High (20) **Optimal Risk Position:** 8 **Tolerable Risk Position:** 8-12 **Mitigated Current Score:** High (16) **Current Direction of Travel:** **Previous Direction of Travel:**	**Description:** The council has a responsibility to promote economic wellbeing within Torbay, this includes the facilitation and enabling of business survival and growth, employment opportunities for local people and an increase in the level of productivity. The Economic Growth Strategy outlines the councils' strategic plans to achieve these objectives and defines how delivery will help to tackle climate change and protect and enhance the natural environment of Torbay.	**Risk Completion Officer :** Carl Wyard, Lisa Tuck **Last Review Date :** 19/09/2025 **Identification Date:** 22/06/2023 **Previous Date of Change:** 30/12/2023

Mitigation status:	**Mitigation:**
Action ongoing	Budget & Prioritisation
Action needed	Improve innovation and growth ecosystem in Torbay, with partners
Action ongoing	Improve the business strategic voice
Action ongoing	Relationship with DLUHC and Government
Action needed	Secure medium term supply of employment land

Latest Note:

The innovation ecosystem is developing well, led by the Hi Tech Cluster. To ensure that the potential growth can be realised there is a need to secure the site for the first phase of the Tech Park. Negotiations have agreed the principles of a deal but this has not yet been completed. To progress businesses from EPIC and to accommodate their expected growth the space is needed to meet EPIC tenants growth needs. A site for phase 2, to deliver the remainder of the space required under our LUF grant, has been identified with sites for a further phase to be identified.

Whilst employment sites have been identified for the new Local Plan, the demand for housing is likely to have a detrimental impact on all these sites allocated for employment use.

Work with the Torbay Chamber Business Group is on-going but limited resources within Devon Chamber might put this work at risk. Devon Chamber are working up a proposal and we will likely need to take out high level membership of Devon Chamber to ensure resource is available to drive this initiative.
A restructure within MHCLG could lead to people moving/leaving roles so relationships will need to be rebuilt.

Funding for the delivery of the Economic Growth Strategy is uncertain beyond 25/26 and currently there is a circa £400k shortfall for economic development for 26/27. These pressures have been identified and are being considered in the budget development process.

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Risk Code: CP59	Risk of Fraud and Error causing financial loss or reputational damage to the council.	Accountable Officer : Malcolm Coe
Unmitigated Score: Very High (25) Optimal Risk Position: 6 Tolerable Risk Position: 6-12 Mitigated Current Score: High (20) Current Direction of Travel: Previous Direction of Travel:	**Description:** In any organisation, particularly one offering a diverse range of services such as Torbay council, there is an inherent risk from fraud and errors that result in financial loss. The government estimated that between £33.2 and £58.8 billion of public spending was lost to fraud in 2020/21. At Torbay Council, we participate in the National Fraud Initiative, in 2022/23 the exercise identified in one particular area, potential fraud losses of over £200k. The counter-fraud and error team is conducting proactive work with directorates, raising awareness and assisting services with fraud risk assessments. While a number of controls are in place, complacency must always be guarded against, and a corporate risk created to ensure visibility, particularly until the organisation wide fraud risk register is completed and reviewed to assure any key areas of risk are identified, assessed and proactively managed. It is important that the Council has its own processes and procedures in place to prevent itself from committing fraud against other government departments. It is a criminal offence if the Council fails to prevent the facilitation of tax evasion. The Economic Crime and Corporate Transparency Act 2023 includes the requirement for the council to prevent fraud. During Covid and the energy crisis the team's resources and focus were diverted, this generated a backlog in the work programme, further compounded by the reduction in resources seen within the Fraud Team. Although the Council does not yet hold a corporate wide fraud risk register. It is understood that the Council's main areas of risk are currently Cyber Security, Council Tax Single	**Risk Completion Officer :** Rachel Worsley **Last Review Date :** 12/09/2025 **Identification Date:** 18/01/2024 **Previous Date of Change:** 28/05/2025

Mitigation status:	Mitigation:
Action ongoing	Bank reconciliation
Action ongoing	Corporate Fraud and Error Team
Action ongoing	Financial Regulations
Action ongoing	Fraud and error work plan
Action ongoing	Fraud reporting route
Action needed	Fraud Risk Assessments feeding into a corporate fraud risk register
Action completed	Governance reporting
Action ongoing	Internal Audit
Action needed	Policies in place designed to prevent and deter fraud
Action ongoing	Raising awareness
Action ongoing	Tax and VAT officer

Latest Note:

The Failure to Prevent Fraud Offence under the Economic Crime and Corporate Transparency Act 2023 is now in place.
The position with Fraud Risk Assessments remains unchanged with multiple department having not captured fraud risk assessments. This provides a significant gap in the organisations fraud risk management framework. The failure undermines our ability to identify, assess and mitigate fraud risks effectively and exposes the Council to both operational and legal vulnerabilities.
The position discussed by Directors on 12 August 2025.
Internal Audit re-opened the questionnaire and provided to chief Executive
A secondment of the Fraud and Error Team to Devon Assurance Partnership has commenced. This may go some way to supporting an effective service but could introduce risk to service, especially during the forming/set-up phases.

The Counter Fraud and Error Policy periodic review is underway. Internal Audit made recommendations within their Fraud Risk Assessment findings. These will be considered during the review. One of the observations being the policies length. To address, the current policy will be supported by the introduction of a Counter Fraud Strategy.

Horizon Scanning:
GovNet emerging Fraud Risks 2025
- polygamous employment
- Bank Mandate Fraud/Payment diversion is a consistent threat
- LA's experiencing a higher level of ransomware attempts
- Social Housing Fraud remains one of the highest risk factors for LA's, including its preceding stages. Short term rental platforms create new opportunities for tenants to sub-let for additional income.
- procurement fraud, particularly suppliers invoicing for undelivered services.
- increase in falsified medical certificates and special leave applications amongst employees

South West of England Fraud Officers Group:
- Polygamous Employment
- Direct Payment Frauds (not spending on care/gifting to friends or family/accumulating funds)

Risk Code: CP73	Failure to adequately undertake proactive improvement works to cliffs and coastal defences	Accountable Officer : David Carter
Unmitigated Score: High (16) Optimal Risk Position: 12	Description: Engineered sea defences and natural coastal assets (cliffs) are subject to wind and wave energy, saline environment, freeze/thaw and vegetation growth all which cause deterioration by erosion, undercutting, overloading, washout of fill material, and corrosion of steel elements. The Council struggles to maintain these assets in line with national policy such e.g. Shoreline Management Plan, corporate priorities and relevant legislation due to budget constraints. There is currently no management plan in place and budget is spent on reactive works. Due to climate change, we are seeing significant damage to the South West coastline. Currently the Council is good at identifying potential issues, however, the current processes and provision do not allow for a planned approach to prevent and limit the need for emergency reactive works.	Risk Completion Officer : Tim Jones
Tolerable Risk Position: 12-16		Last Review Date : 17/09/2025
Mitigated Current Score: High (16) Current Direction of Travel:		Identification Date: 11/12/2024
Previous Direction of Travel:		Previous Date of Change:

Mitigation status:	Mitigation:
Action ongoing	Active management of the Council estate
Action needed	Corporate Asset Management Group
Action completed	Ensure effective data systems and management information is in place
Action needed	Governance Arrangements
Action ongoing	Regular Visual Inspections
Action ongoing	Review Asset Management Strategy
Action ongoing	Review of allocated corporate budget
Action completed	Surveys Completed On Time
Action completed	Tech Forge

Latest Note:
The annual coastal asset surveys (cliffs and hard defences) for 2025 are complete and have been uploaded on the Council's Technology Forge system. 2025/2026 inspections relating to key assets have been commenced and will be completed by March 2026, in accordance with the agreed annual inspection regime.

Several meetings have recently taken place to review the Council's procedures for dealing with reactive/emergency works, in terms of resources, roles and responsibilities and budget provision. This includes Torbay's cliffs and coastal defences which are considered to be a key vulnerability. This process is ongoing.

Review meetings have taken place between Directors and the Head of Engineering, to review the coastal vulnerabilities relative to the principles of the Shoreline Management Plan. These will need to focus on key sites, such as the recent cliff instability at Ilsham Marine Drive in Torquay. A future workstream will involve classifying the various coastal defences in terms of their importance to offer protection against flooding and damage to critical infrastructure.

Funding opportunities, to improve coastal defence, continue to be explored through the Council's ongoing attendance at "South West Coastal Group" and "South Devon and Dorset Coastal Advisory Group" meetings, and direct liaison with the Environment Agency.

Discussions regarding the creation of a revenue budget for proactive improvements works are ongoing. Whilst there has been good progress to raise awareness of the current challenges, the overall level of risk remains unchanged as no budget has yet been forthcoming.

Risk Code: CP86	Failure to have effective support & controls in place to support increased Elected Home	Accountable Officer : Nancy Meehan
Unmitigated Score: High (20) Optimal Risk Position: 4	Description: As the number of families opting for Elected Home Education continues to rise, there is a risk that current support mechanisms, oversight processes, and resource allocation may not be sufficient to ensure the safety, wellbeing, and educational outcomes of home-educated children. This could lead to gaps in safeguarding, inconsistent educational standards, and reputational damage to the authority.	Risk Completion Officer : Daniel Hamer
Tolerable Risk Position: 4-9		Last Review Date : 05/09/2025
Mitigated Current Score: High (16) Current Direction of Travel:		Identification Date: 26/08/2025
Previous Direction of Travel:		Previous Date of Change: 05/09/2025

Mitigation status:	Mitigation:
Action needed	Develop a Comprehensive EHE Strategy
Action ongoing	Enhance Family Engagement and Support
Action ongoing	Escalation and Intervention Protocols
Action ongoing	Improve Data Management and Tracking
Action ongoing	Increase Staffing and Training
Action needed	Public Awareness and Communication
Action needed	Regular Policy and Procedure Reviews
Action ongoing	Strengthen Multi-Agency Collaboration

Latest Note:
Develop a Comprehensive Elected Home Education (EHE) Strategy – Schools have been closed through August. EHE strategy will include triage and proactive work to avoid unsuitable EHE.

Increase Staffing and Training – New staff start October 2025 – EHE Officer and Support Officer

Strengthen Multi-Agency Collaboration – Dashboard created training for CS staff 9th September

Improve Data Management and Tracking – Using dashboard – new Service Manager leading

Enhance Family Engagement and Support – Planned series of community drop ins and events.

Regular Policy and Procedure Reviews – Policy to be reviewed on Wellbeing and Schools Bill passing onto law. (Currently in The Lords Cttee Stage – anticipate Nov 2025)

Escalation and Intervention Protocols – Pathways exist. Team training planned to ensure consistency.

Public Awareness and Communication – As Family Engagement

Report Key

Risk Code – the unique number assigned to every risk
Title – summarises the risk
Accountable Risk Officer - has overall responsibility for the risk
Risk Completion Officer - is responsible for updating the risk
Last Review Date – the date the risk was last reviewed (updated) on SPAR.net
Identification Date – the date the risk was approved by DOM and set up on SPAR.net
Previous Date of Change - the date the risk score changed from a previous score
Unmitigated Score – is the risk score before any controls are applied
Mitigated Current Score – is the current risk score with controls applied

Current Direction of Travel - Indicates the current score movement against the last review score.

Increased in score from the previous review ▲
Decreased in score from the previous review ▼
Score stayed the same ▬

Previous Direction of Travel - Indicates the direction of travel when the risk score last changed.

Increased from a lower score ▲
Decreased from a higher score ▼

Mitigation – the controls in place being used to manage or respond to the risk
Mitigation Status - states if the controls are working
Latest Note – details the current position of the risk mitigations, progress and any challenges being faced