Committee Name and Date of Committee Meeting
Name of Committee – 13 January 2026

Report Title
Corporate Strategic Risk Register Update

Is this a Key Decision and has it been included on the Forward Plan?
No

Strategic Director Approving Submission of the Report
Judith Badger, Strategic Director of Finance and Customer Services

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Ward(s) Affected
Borough-Wide

Report Summary
This report forms part of the Audit Committee's remit to regularly consider risk management.

The report is the regular report on the Corporate Strategic Risk Register and aims to cover the movements in strategic risks that have occurred over the period.

Recommendations

1. The Audit Committee is asked to consider and note the updates to the Corporate Strategic Risk Register and make any comments as necessary.

List of Appendices Included

Appendix 1 – Full Corporate Strategic Risk Register at 8 December 2025

Background Papers
Report to Audit Committee; 29 July 2025 (Annual Risk Management Summary 2024-2025)

Report to Audit Committee; 14 January 2025 (Corporate Strategic Risk Register update)

Consideration by any other Council Committee, Scrutiny or Advisory Panel

This paper is not intended to be circulated to other Committees or Panels and is produced solely for the Audit Committee.

Council Approval Required
No

Exempt from the Press and Public
Yes.

An exemption is sought for Appendices 1 under Paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) of Part I of Schedule 12A of the Local Government Act 1972 is requested, as this report contains information that refers to the affairs of third parties.

It is considered that the public interest in maintaining the exemption would outweigh the public interest in disclosing the information because failure to do so may result in disclosure of information about the financial or business affairs of Council suppliers and partners.

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1. Background

1.1 The Council's ongoing risk and assurance aims are to:

- Provide Members and Senior Officers with an understanding of the key risks facing the Council and its communities, and to show how these risks are being effectively mitigated.
- Implement and maintain a fluid process for business-as-usual management of risks relevant to our objectives, outcomes, services and assets.
- Align reporting mechanisms for finance, risk, audit and performance providing members and senior officers triangulated risk and assurance profiles.

1.2 This report aims to summarise the principal risk management activity that has been carried out within the Council since the last report to the Committee in July. It also summarises the key movements in Strategic Risks that have occurred over the period and updates the Committee on the current risks on the Corporate Strategic Risk Register (CSRR).

2. Risk Management Responsibilities

2.1 The Council's Risk Management Policy and the separate Risk Management Guide both state that risk management is the responsibility of all Council officers. This is further set out in section 4.9 of the Policy where the specific responsibilities of all members and officers are detailed. In this section, all employees are required to:

- Understand risk and their role in managing risks in their daily activities, including the identification and reporting of risks and opportunities.
- Support and undertake risk management activities as required
- Attend relevant training courses focusing on risk and risk management.

2.2 As well as the key responsibilities set out in the Policy, the Council has a group of Risk Champions. Each Directorate has at least one Risk Champion who leads on risk for their Strategic Director. This group is responsible for co-ordinating risk management across the Council.

2.3 In the reporting period, overall strategic responsibility for risk management rested with the Assistant Chief Executive role. During this time, interim arrangements were in place with the responsibilities of the Assistant Chief Executive covered by the Strategic Director of Finance and Customer Services and with day-to-day responsibility delegated to the Assistant Director of Human Resources and Head of Policy, Performance and Intelligence. The team working on corporate risk management also includes a "Corporate Improvement and Risk Officer" role. The team's responsibilities are wider than corporate risk management, but the presence of the additional post ensures that there is resilience in the Council's risk management activity.
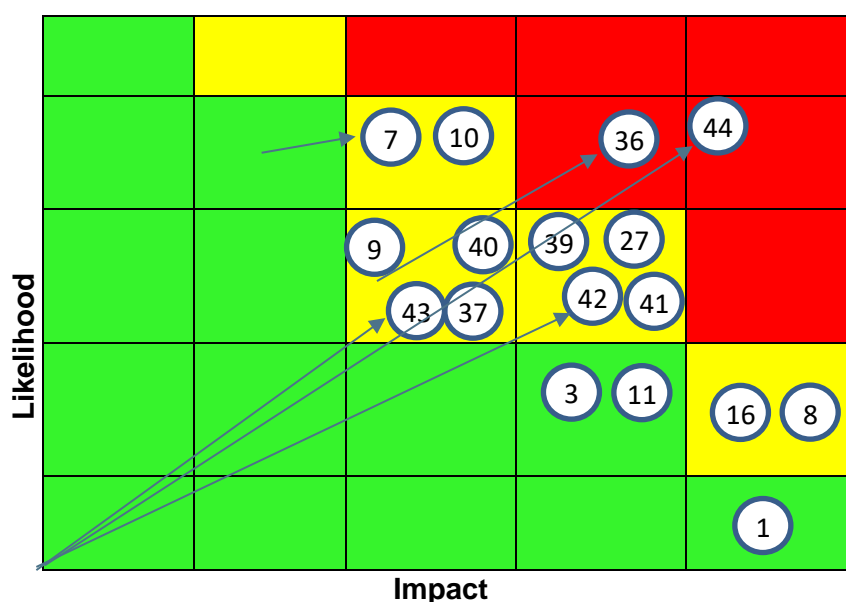
On 17th December 2025, Staffing Committee approved the recommendation
2.4   to appoint to the retitled Assistant Chief Executive role (now titled Director of Policy, Strategy and Engagement) and refer the process to the Senior Officer Appointments Panel. Current arrangements will be retained until an appointment to this role is made on a permanent or interim basis.

3.   Risk Management Process

3.1   As set out in the Risk Management Policy and Guide, individual Service Management Teams (SMTs) and Directorate Leadership Teams (DLTs) have reviewed their risk registers in line with the Risk Management Policy and Strategy. Typically, teams review their registers every four to twelve weeks depending on the individual meeting cycle and the significance of the risks they are managing. The Council aims to achieve best practice, through DLTs considering risk at every meeting, but in a way that is proportionate to the risks being faced by the services in question.

3.2   The CSRR has been formally reviewed by the Strategic Leadership Team (SLT) through its meeting cycle. The regular cycle of quarterly reviews has been in place throughout the 2025-26 financial year and remains in place to date.

3.3   The CSRR is also reported regularly to the Audit Committee alongside the annual "deep dives" of Directorate Risk Registers. Additionally, the Head of Policy, Performance and Intelligence, through the Risk Champions, ensures updates are obtained from all risk owners, reviews each update, and draws attention to issues or missing risk register updates.

4.   Corporate Strategic Risk Register at 8 December 2025

4.1   The current "heat map" for the strategic risks included in this update of the register is shown in the table below. Movements in this heat map are compared to the risks reported in June 2025, which was presented to the Audit Committee in July 2025. Since that report, one risk has been removed from the risk register, and three risks have been added. The risk that has been removed was risk SLT39 which related to sufficient staff to enable delivery of statutory duties. This has been de-escalated from the CSRR and is now being managed across individual directorates.

4.2   Three risks have also been added to the risk register since the last report, risks SLT42, SLT43 and SLT44. Both SLT42 and SLT43 relate to Health and Safety, with SLT42 relating to non-compliance with legislative requirements and SLT43 relating to loss of key staff and skills within Health and Safety. SLT44 has also been added to the CSRR and relates to Equal Pay Litigation. There has been minimal movement in the register, with only two risks (SLT36 and SLT07) moving since the last report, both increasing in risk score.

Impact (x-axis), **Likelihood** (y-axis)

4.3 In general terms, strategic risks change more slowly over time than operational risks. The table below shows the longer-term pattern of assessed risk on the CSRR level, covering a two-year period. Since July 2024, 11% of risks monitored at a strategic level have reduced in assessed level, 39% have remained stable and 50% have either increased or are new to the register. This shows that the Council's overall risk position is broadly stable.

Number	Risk Summary	Jul 24	Dec 24	Jun 25	Dec 25	Two-year risk movement (December 2025 compared to July 2024) ↓ = Risk level reduced, or risk removed ↑= Risk level increased or new risk → = Risk level static
SLT01	Children's safeguarding	5	5	5	5	→
SLT03	Failure to deliver the Council Plan due to the pressures generated by the cost-of-living crisis	8	8	8	8	→
SLT07	Response to a future pandemic	8	8	8	12	↑
SLT08	Failure to enhance community cohesion	8	15	10	10	↑
SLT09	Inconsistent communications damage reputation and	6	9	9	9	↑

	inward investment					↑
SLT10	Failure to attract new business and investment	9	12	12	12	↑
SLT11	Risk of ineffective joint working with key partners	8	8	8	8	→
SLT16	Financial plans and budget gap	10	10	10	10	→
SLT27	Health and Safety and operational risks from property	10	25	12	12	↑
SLT 36	Insufficient resources committed to Carbon Reduction Plan	9	9	9	16	↑
SLT37	Failure to manage and deliver projects	9	9	9	9	→
SLT38	Business Continuity - Closure of the PTSN Network	15	10	-	-	↓
SLT39	Maintaining a sufficient, skilled, workforce to deliver statutory services	12	12	12	-	↓
SLT40	Council housing assets do not comply with regulatory standards	9	9	9	9	→
SLT41	Impact of the reduction in funding of the Integrated Care Board	-	-	12	12	→
SLT42	Non-compliance with Legislative requirements in Health and Safety	-	-	-	12	N/A new risk added.

SLT43	Loss of key staff in Health and Safety	-	-	-	9	N/A new risk added.
SLT44	Equal Pay Litigation	-	-	-	20	N/A new risk added.

4.4   As noted in paragraph 4.1, since it's last full update reported in July 2025, the CSRR has seen three new risks added and one removed (de-escalated) from the register. In total, there remains 16 risks on the CSRR.

4.5   Appendix 1 shows the full CSRR at 8 December 2025. This document shows current mitigations in place and makes clear what mitigations are still to be delivered. The document also sets out the current target level of risk for each risk. This final column is an expression of the Council's risk appetite for that risk.

5.   Options considered and recommended proposal

5.1   Not applicable.

6.   Consultation

6.1   The risks included in this report have been drawn from Directorate Risk Registers and the Strategic Risk Register.

7.   Timetable and Accountability for Implementing this Decision

7.1   Not applicable.

8.   Financial and Procurement Implications

8.1   The risks contained in the table at section 4.3 require ongoing management action. In some cases, additional resources may be necessary to implement the relevant actions or mitigate risks. Any additional costs associated with the management of these risks will be contained within overall budgets or otherwise reported through the monthly financial monitoring arrangements and to Cabinet if appropriate.

9.   Legal Implications

9.1   There are no direct legal implications arising from the risk register. Any actions taken by the Council in response to risks identified will consider any specific legal implications.

10.   Human Resources Implications

10.1   There are no Human Resources implications associated with the proposals.

11.   Implications for Children and Young People and Vulnerable Adults

11.1   The Strategic Risk Register incorporates the CYPS risks that are of significance at a corporate / strategic level.

12.   Equalities and Human Rights Implications

12.1   Proposals for addressing individual risks within the register incorporate equalities and human rights considerations where appropriate.

13.   Implications for Partners and Other Directorates

13.1   The actions relating to any issues affecting partners are reflected in the risk register and accompanying risk mitigation action plans.

14.   Risk and Mitigation

It is important to review the effectiveness of our approach to capturing, managing and reporting risks on an ongoing basis. This report sets out how the approach to risk management will be developed over the course of the coming years.

14   Accountable Officer(s)

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