

REPORT TO AUDIT AND GOVERNANCE COMMITTEE

Date of Meeting: 26 March 2026

Report of: Strategic Director of Corporate Resources

Title: Corporate Risk Register

Is this a Key Decision?

No

Is this an Executive or council function?

Risk management is a council function.

Risk Management is an important element of the council's Code of Corporate Governance. Regular monitoring of the council's corporate risks helps to ensure that the council's business is conducted in accordance with the law and proper standards, that public money is safeguarded and properly accounted for and used economically, efficiently and effectively.

1. What is the report about?

1.1 The report advises the committee of the council's risk management progress and presents the updated Corporate Risk Heat Map and trend analysis for the current risks associated with the delivery of the council's strategic priorities.

2. Recommendations:

2.1 That the Audit and Governance committee:

- reviews the progress that has been made in reviewing and updating the Corporate Risk Register.

3. Reasons for the recommendation:

3.1 To provide assurance to the Audit and Governance Committee that work is progressing to undertake a full review of the council's Corporate Risk Register and to provide an update against the current Corporate Risk Register.

4. What are the resource implications including non financial resources.

4.1 The Executive, Strategic Directors and Heads of Service, as appropriate, are asked to review the Corporate Risk Register on a quarterly basis. The register is reviewed quarterly by the Strategic Management Board.

4.2 Any actions agreed to mitigate the risks identified in the Corporate Risk Register may result in some resource implication. These would be subject to a specific report and the resource implications would be considered in that report.

5. Section 151 Officer comments:

5.1 SMB and the Executive have produced the register based on the Council's Strategic Priorities set out in the former Corporate Plan. A summary of the register can be found in section 8.4 of this report. In light of LGR, and the new Corporate Plan, there will be a significant review of the risk register to reflect the impact on the City Council (including financial risks).

6. What are the legal aspects?

- 6.1 Risk Management is an essential management tool to manage, assess and prioritise risks. Members will note the content of this report and the updated Corporate Risk Register at Appendix A which identifies risks so that they can be understood and managed proactively.

7. Monitoring Officer's comments:

- 7.1 There is no specific regulatory requirement to keep a risk register. However, it is a standard method to monitor and assess risk.
- 7.2 The purpose of the risk register is so that the council can demonstrate a robust system of internal control. It provides for an ongoing process of assessment of risk by identifying and prioritising risks. It is designed to manage risk to a reasonable level by evaluating and understanding the likelihood and impact of risks being realised with a view to managing them proactively. However, it cannot eliminate all risks and therefore provides a reasonable and not absolute assurance of effectiveness.

8. Report details:

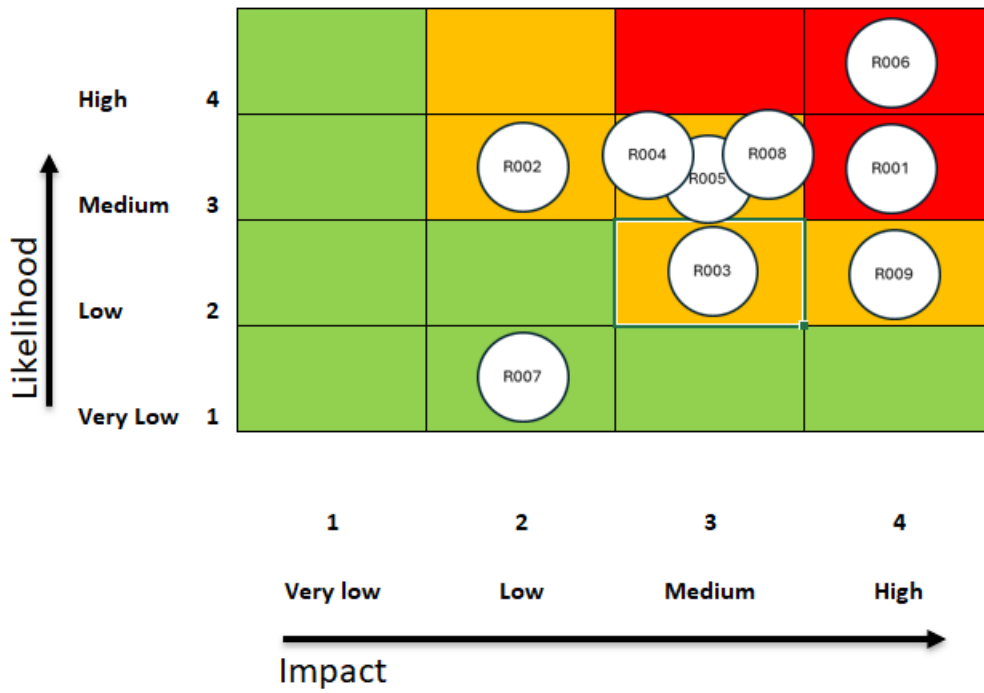
Progress Update

- 8.1 The council is in the process of undertaking a full review of its Corporate Risk Register. There are three important reasons for doing this:
- The register contains risks which may not truly be a corporate risk. This can result in the Strategic Management Board and Members discussing operational risks which can be managed at a service level. This is not a good use of resources.
 - Local Government Reorganisation (LGR) will place increasing demand on the council's capacity and resources. The council is still undertaking detailed work to understand the work that will be required to deliver LGR over the next two years and how this will be achieved alongside maintaining business as usual and delivering against strategic priorities.
- 8.2 Over the last six months, the council has embarked on a training and awareness exercise with Executive Members, Audit and Governance Members and the Extended Leadership Team to provide training on how to manage corporate and operational risks and how to develop service risk registers. This will help to ensure consistency in approach going forward.
- 8.3 The council has also undertaken work to improve the current risk management reporting process. This includes creating a risk heatmap, so that officers and Members can clearly see risk scores and creating risk trends for comparing risk scores on a quarterly basis which will enable a more dynamic and pro-active approach to risk management.
- 8.4 Work will continue to develop the risk register after the elections have taken place and the new councillors have been selected. At this point, the council will also have a more detailed road map for delivering LGR and a clearer understanding of how this impacts on existing corporate risks and strategic priorities.
- 8.5 The updated Corporate Risk Register found in Appendix A.

Risk Summary

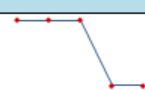
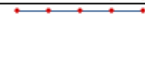
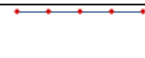



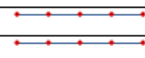


Reference	Category	Corporate Plan Alignment Area	Risk Description	Risk Scoring			Lead
				Inherent	Residual	Target Date	
R001	Strategic	Sustainable	Delivering against the key challenges in the Sustainable section of the Corporate Plan and making progress towards a Net Zero Carbon City	16	12	Apr-30	Strategic Director for Place
R002	Strategic	People	Delivering against the key challenges in the People section of the Corporate Plan and making progress towards a Healthy and Active City	12	6	Jun-26	Strategic Director, People & Communities and Strategic Director for Place
R003	Strategic	A Well Run Council	Adapting the council workforce to ensure appropriate skills and experience (Developing a future proof workforce)	9	6	Mar-28	Strategic Director, People & Communities
R004	Strategic	A Well Run Council	Maintaining the Financial Sustainability of the Council	16	9	Mar-27	Strategic Director Corporate Resources
R005	Strategic	A Well Run Council	Maintaining the Council's Property and Infrastructure Assets	16	9	Ongoing	Strategic Director Operations and Strategic Director Corporate Resources
R006	Strategic	Homes	Delivering against the key challenges in the Homes section of the Corporate Plan; Housing and Building Great Neighbourhoods and Communities	16	16	Ongoing	Strategic Director for Place
R007	Strategic	People	Maintaining a thriving Culture and Heritage sector	9	2	Dec-26	Strategic Director for Place
R008	Strategic	Economy	Delivering against the key challenges in the Economy section of the Corporate Plan	12	9	Mar-27	Strategic Director for Place
R009	Strategic	A Well Run Council	Progressing the design and delivery of a corporate Customer and Digital Strategy	16	8	Mar-28	Strategic Director for People and Communities

Risk Heatmap



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|------|---|
| R001 | Net Zero Carbon City |
| R002 | Healthy and Active City |
| R003 | Leading a Well-run Council |
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| R006 | Housing and Building Great Neighbourhoods |
| R007 | Thriving Culture and Heritage |
| R008 | Prosperous Local Economy |
| R009 | Leading a Well-run Council |

Residual Risk Trend Analysis

Risk Reference	Risk Description	Trending
R001	Delivering against the key challenges in the Sustainable section of the Corporate Plan and making progress towards a Net Zero Carbon City	
R002	Delivering against the key challenges in the People section of the Corporate Plan and making progress towards a Healthy and Active City	
R003	Adapting the council workforce to ensure appropriate skills and experience (Developing a future proof workforce)	
R004	Maintaining the Financial Sustainability of the Council	
R005	Maintaining the Council's Property and Infrastructure Assets	
R006	Delivering against the key challenges in the Homes section of the Corporate Plan; Housing and Building Great Neighbourhoods and Communities	
R007	Maintaining a thriving Culture and Heritage sector	
R008	Delivering against the key challenges in the Economy section of the Corporate Plan	
R009	Progressing the design and delivery of a corporate Customer and Digital Strategy	

9. How does the decision contribute to the Council's Corporate Plan?

9.1 This decision helps to ensure the delivery of the council's purpose 'Well Run Council'.

10. What risks are there and how can they be reduced?

10.1 Any risks should be captured in either this document or the service risk registers.

11. EQUALITY ACT 2010

11.1 Under the Act's Public Sector Equalities Duty, decision makers are required to consider the need to:

- eliminate discrimination, harassment, victimisation and any other prohibited conduct;
- advance equality by encouraging participation, removing disadvantage, taking account of disabilities and meeting people's needs; and
- foster good relations between people by tackling prejudice and promoting understanding.

11.2 In order to comply with the general duty authorities must assess the impact on equality of decisions, policies, and practices. These duties do not prevent the authority from reducing services where necessary, but they offer a way of developing proposals that consider the impacts on all members of the community.

11.3 In making decisions the authority must take into account the potential impact of that decision in relation to age, disability, race/ethnicity (includes Gypsies and Travellers), sex and gender, gender identity, religion and belief, sexual orientation, pregnant women and new and breastfeeding mothers, marriage, and civil partnership status in coming to a decision.

11.4 In recommending this proposal no potential impact has been identified on people with protected characteristics as determined by the Act because the report is for information only.

12. CARBON FOOTPRINT (ENVIRONMENTAL) IMPLICATIONS:

- 12.1 No direct carbon/environmental impacts arising from the recommendations.
- 12.2 Actions to mitigate the risks identified in the Corporate Risk Register may result in some future impact, however, any actions proposed would be subject to a specific report and the impacts would be considered in that report.

13. ARE THERE ANY OTHER OPTIONS?

13.1 N/A

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Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:-

None

Contact for enquires:

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