



## Corporate Risk Register Summary

Review: **NEW**

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

Internal				External							Risk Appetite Rating
Resources				Risk Drivers for Appetite							
Time	Financial	People	Assets	Political	Financial	Reputational	Regulatory	Legal	Compliance	Community	
High	High	High	High	Very High	Low	Very High	Very Low	Very Low	Low	High	Cautious (M)
Medium	Medium	High	High	Very High	Low	Very High	Low	Low	Low	High	Open to Risk (H)
Medium	High	Low	Very Low	Very High	Very High	Very High	Medium	Medium	Medium	Very High	Open to Risk (H)
High	Low	High	Very Low	Very High	Very High	Very High	Very High	Very High	Very High	Very High	Cautious (M)
Very High	Very High	High	Very High	Medium	Very High	High	High	Very High	Very High	Very High	Cautious (M)
Very High	High	Medium	Low	Very High	High	Very High	High	High	High	Very High	Open to Risk (H)
Medium	High	High	Medium	High	High	Medium	High	Low	Low	Medium	Cautious (M)
Low	Low	Low	Low	Very High	Very High	High	Medium	Low	Low	Very High	Open to Risk (H)
High	High	High	High	Medium	High	Medium	Medium	Low	Low	Medium	Open to Risk (H)



# Corporate Risk Register

## (APPENDIX A)

					Review Month:			March 2026			
Ref	Date Risk Identified	Risk Owner	Inherent Risk			Mitigations & Controls	Residual Risk			Tracking notes and monitoring	Target Implementation Date
			L'hood	Impact	Risk Score		L'hood	Impact	Risk Score		
<b>R001</b>	<b>Delivering against the key challenges in the Sustainable section of the Corporate Plan and making progress towards a Net Zero Carbon City</b>										
	<p>Challenges:</p> <ul style="list-style-type: none"> <li>Greenhouse gas (GHG) emissions have trended slightly down over the past four years. Overall, GHG emissions have reduced by 39% (-300 kt CO2e) since 2008. This is mainly attributable to the power sector, which has seen a 69% reduction in emissions through the national decarbonisation of electricity production. A linear decline in emissions from the projected 2024 value to zero in 2030 requires an annual reduction of 74 kt CO2e, 16% of 2022 emissions, for each of the six years to 2030. This amount is 7.4 times the reduction rate of the current trend. (From Exeter's Greenhouse Gas Inventory Reporting 2022).</li> <li>Achieving the 2030 target relies on collective action from businesses and organisations across Exeter as well as from citizens (residents, commuters and visitors) alongside funding and investment from central government and other public/private bodies</li> <li>Limited resources available for city wide net zero activity.</li> <li>Cost of living challenges (for both businesses and residents) impacting the speed of change</li> </ul> <p>Potential Impacts:</p> <ul style="list-style-type: none"> <li>Exeter does not meet its citywide target of becoming Net Zero.</li> </ul>										
	November 2019 Updated June 2025	Strategic Director for Place	4	4	16	<p>A Climate and Nature Group has been established as part of The Exeter Partnership, bringing together representatives from organisations, businesses and community groups to work collaboratively together to deliver the Exeter Net Zero 2030 Plan. This group meets quarterly, and the June meeting focused on sustainable travel as transport emissions were the source of 23% of Exeter's greenhouse gas emissions in 2022.</p> <p>As part of the University of Exeter Civic University Agreement Exeter, sustainability leads are working collaboratively together with a focus on active and sustainable travel exploring joint opportunities and activities.</p> <p>Exeter City Council is an active member of the Devon Climate Emergency coalition.</p> <p>The council is working with partners to apply for the Nature Towns and Cities Accreditation. A survey has been recently published which will contribute to this work.</p> <p>The Newtown Active Travel scheme is due to start on site in March 2026.</p>	3	4	12	<p>March 2026: A report is due to go to Strategic Scrutiny Committee in March 2026 which summarises the progress that has been made in delivery against the council's 'Net Zero Carbon City' strategic objective.</p> <p>Exeter has continued its steady decline towards Net Zero, with total GHG emissions in Exeter for 2023 reducing by an estimated 8% (by 38.0 ktCO2e to 436.3 ktCO2e ) from 2022 A final decision on the disposal of Grace Road Field will be made once the 1Energy planning application on the build of the proposed Energy Centre has been determined.</p> <p>The council has worked in partnership to deliver a project to promote connection between Exeter Train Stations and the Exeter Green Circle.</p>	Apr-30
<b>R002</b>	<b>Delivering against the key challenges in the People section of the Corporate Plan and making progress towards a Healthy and Active City</b>										
	<p>Challenges:</p> <ul style="list-style-type: none"> <li>Entrenched health inequalities in priority neighbourhoods.</li> <li>Cost of living crisis impacting on the ability of people to participate in paid for sport and physical activity including membership/fees at council leisure centres.</li> <li>Securing long term funding for Wellbeing Exeter with its proven ability to positively enable sustainable increases in physical activity amongst communities facing the biggest barriers and poorest health outcomes.</li> <li>Rising energy, maintenance and staffing costs of leisure centres.</li> <li>Achieving a balance between membership and running costs of leisure centres to achieve the Council ambition of providing a high-quality leisure service accessible and relevant to individuals and families on low incomes and culturally diverse communities.</li> <li>Delivering planned financial and operational outcomes of St Sidwell's Point Swimming Pool and Leisure Centre.</li> <li>Securing capital and revenue funding for the plan to create a Community Health and Wellbeing Hub at Wonford.</li> </ul> <p>Potential Impacts</p> <ul style="list-style-type: none"> <li>Inability to achieve the strategic ambition of maintaining high-quality, city-wide, cost neutral built leisure facilities.</li> <li>Increasing subsidies for leisure services impacting on other service provision.</li> <li>Closure of some leisure centres reducing access to facilities for current users.</li> <li>Wellbeing Exeter closes and systemic asset-based community development across priority neighbourhoods ends, and vulnerable communities feel let down by the council.</li> </ul>										

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	May 2023	Strategic Director, People & Communities and Strategic Director for Place	4	3	12	Wellbeing Exeter Case for Change published in 2023 with a more targeted and flexible model. Funding secured for Wellbeing Exeter 25/26 through a combination of Sport England Grant and ECC Neighbourhood CIL funding. Successful implementation of new operating model for leisure reducing management and staffing costs resulting in reduction of deficit(subsidy) to @ £1.2m Reports seeking funding to support Wonford Health and Wellbeing Hub and King George V Playing Fields due to go to Extraordinary Council on 24 March 2026. Work underway to understand the results of the latest Active Lives Survey and how this can inform priorities and service delivery.	3	2	6	March 2026. The current mitigations and controls summarise the current position with this risk.	Jun-26

			Review Month:						March 2026		
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			L'hood	Impact	Risk Score		L'hood	Impact	Risk Score		
<b>R003</b>	<b>Adapting the council workforce to ensure appropriate skills and experience (Developing a future proof workforce)</b>										
	<p>Challenges: AI, robotics and digitisation technologies require acquisition of new knowledge, skills and competencies and with an aging workforce whose demographics is not reflective of the diversity of the city's population; some national shortages of some professional roles and a growing trend to more remote and hybrid working the council needs a new approach to workforce development, recruitment and retention.</p> <p>Local Government Reorganisation - capacity to deliver the programme could be impacted if the council is unable to retain skilled employees.</p> <p>Potential Impacts:            •Workforce and service delivery models not meeting the needs of customers leading to poor outcomes and inefficient, unaffordable services.            •High levels of agency and consultancy spending.            •Low staff morale and poor recruitment and retention            •Loss of reputation of the Council</p>										
	August 2024  June 2025 no change	Strategic Director, People & Communities	3	3	9	Market supplement scheme in place Apprenticeship opportunities for new and existing staff Senior Leadership restructure created new Strategic Director for People EDI training and development programme is being implemented. Improved management information to enable effective performance monitoring on a wide range of people data, mandatory training and team and staff performance. A workforce development strategy underpinned by a skills audit and analysis to enable succession planning and future recruitment, retention and training strategies. LGR Programme Office has been established. Head of HR will sit within the Programme Office to ensure that staff are supported throughout the transition and that succession and retention strategies are in place.	2	3	6	March 2026. This risk has been updated to reflect Local Government Reorganisation and the capacity to deliver. This risk will be subject to a full review during the next quarter when the council is clearer on the level of work and resources that will be required to deliver LGR	Mar-28

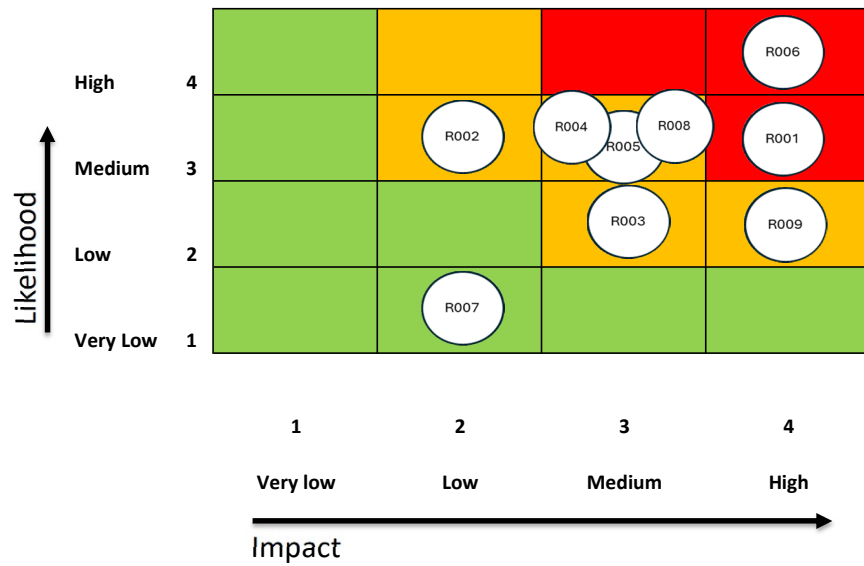
			Review Month:						March 2026		
Ref	Date Risk Identified	Risk Owner	Inherent Risk			Mitigations & Controls	Residual Risk			Tracking notes and monitoring	Target Implementation Date
			L'hood	Impact	Risk Score		L'hood	Impact	Risk Score		
<b>R004</b>	<b>Maintaining the Financial Sustainability of the Council</b>										
	<p>Challenges:</p> <ul style="list-style-type: none"> <li>- Inability to deliver £6.7m savings target over four year period (to 2028-29);</li> <li>- Inability to obtain and maintain Business Rates income at levels currently generated;</li> <li>- Policy, regulatory or legislative changes which are not fully funded from central govt;</li> <li>- Impact of high inflation, high interest rates and other external economic factors;</li> <li>- Potential for Local Government Finance redistribution (including a reset of Business Rates);</li> </ul> <p>Potential Impacts:</p> <ul style="list-style-type: none"> <li>- Significant reductions required to Statutory Services, which become unable to function legally;</li> <li>- Unable to balance budget, Government intervention required;</li> <li>- Larger than anticipated reductions (in year or over longer term).</li> <li>- Reduction in reserves below minimum level;</li> <li>- Impacts on council services and therefore resident outcomes.</li> </ul>										
	January 2018 Updated June 2025	Strategic Director Corporate Resources	4	4	16	The council has agreed a balanced budget for 2026/27. Although savings will need to be found in 2027/28, the current level of risk in achieving this is reduced.	3	3	9	March 2026 2026-27 balanced budget has been set. The risk score has been reduced in response to this. This position will be kept under review, whilst the council continues to understand the impact of LGR.	Mar-27

					Review Month:			March 2026			
Ref	Date Risk Identified	Risk Owner	Inherent Risk			Mitigations & Controls	Residual Risk			Tracking notes and monitoring	Target Implementation Date
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<b>R005 Maintaining the Council's Property and Infrastructure Assets</b>											
<p>Challenges:</p> <ul style="list-style-type: none"> <li>• Council owns 100 operational properties and 600 Commercial Properties as well as 28 Bridges, 50 Parks, 90 Play Areas Footpaths, Highways, walls and a River, Canal and other watercourses</li> <li>• Shortages of materials and labour causing delay and increased costs across the capital programme</li> <li>• Interest Rate rises causing the cost of borrowing to rise significantly</li> <li>• Additional Borrowing adds pressure to the financial stability of the Council.</li> </ul> <p>Potential impacts:</p> <ul style="list-style-type: none"> <li>• Increased costs to Council</li> <li>• Sheer number of assets extremely high for a District Council, potential to cause significant financial harm</li> <li>• Delay in all projects, predominantly the condition survey projects and HRA programme, leading to prolonged periods of buildings being below the standard the Council is aiming for.</li> </ul>											
August 2021 Updated June 2025	Strategic Director Operations and Strategic Director Corporate Resources	4	4	16	<ul style="list-style-type: none"> <li>•Consider Programme of Asset rationalisation, where maintenance costs are uneconomic;</li> <li>•Identify alternative sources of funding to reduce reliance on borrowing;</li> <li>•Commercial Properties mainly let on a full repairing lease basis</li> <li>•Reviewed existing capital programme to defer and remove schemes.</li> <li>•Change of emphasis to internally borrow in the short term to offset interest rate rises. A Capital Programme Board has been established.</li> </ul>	3	3	9	<p>March 2026: The two property maintenance teams have now been merged under one Head of Service. This will allow a review of resources to take place and the sharing of good practice.</p> <p>Significant review of assets condition being undertaken and a review of both Asset Management Plans will take place (GF &amp; HRA). Stock condition surveys have commenced which will report into the Asset Management Plan which is currently being scoped. A review of compliance for all corporate buildings (non HRA) is continuing and a compliance dashboard is now in place for all Council buildings and allows for immediate monitoring of gas, electrical, legionella, asbestos, lift and fire compliance.</p> <p>New approaches to GF Maintenance being explored including detailed viability assessments and new contract procurement is underway.</p> <p>Head of Commercial Assets appointed and prioritising proposals to dispose of some costly, uneconomic properties.</p>	Ongoing	

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<b>R006</b>	<b>Delivering against the key challenges in the Homes section of the Corporate Plan; Housing and Building Great Neighbourhoods and Communities</b>										
	<p>Challenges:</p> <ul style="list-style-type: none"> <li>- brownfield first approach is the most sustainable option, and aligns with government policy but most sites are currently unviable, and developers are unwilling to invest, resulting in sites being stalled</li> <li>- inadequate infrastructure funding for brownfield land regeneration</li> <li>- lack of specialist staff resources to support the work</li> <li>- inability to address complex land assembly and infrastructure challenges</li> <li>- significant abnormal costs associated with this type of programme</li> <li>- low land/property values and lack of investment appetite (especially BTR sector)</li> <li>- Significant local community opposition to development</li> </ul> <p>Potential impacts:</p> <ul style="list-style-type: none"> <li>- significant loss of income to fund services/infrastructure (CIL; S106; NHB; Council Tax; Business Rates) and inability to secure external funding from government</li> <li>- increased traffic congestion and net-zero not achieved by 2030</li> <li>- Exeter Plan found unsound resulting in city housing needs not being met and exacerbating the Devon Housing Crisis, especially in terms of affordable housing; lack of 5-year housing supply resulting in loss of planning control/sub-optimal development and loss of green space/special characteristics of Exeter.</li> <li>- new neighbourhoods not created, existing communities become unbalanced and suffer from lack of infrastructure/services, and economy of the city is stalled</li> <li>- active travel and accessible city aspirations not met</li> <li>- unsustainable development and new homes do not meet Garden City principles</li> <li>- housing built on greenfield sites</li> </ul>										
	November 2021 June 2025 No change	Strategic Director for Place	4	4	16	Access to government funding programmes (Brownfield Land Release Fund; Garden Communities; One Public Estate; New Development Corporations Competition Fund) is supporting Liveable Exeter and Council Owned Building projects - Project management capacity brought in - Preparation of business cases, feasibility studies, development frameworks for strategic sites (E.g. Marsh Barton, Southgate, Water Lane, red Cow & City Point) - Acquiring land and property using CPO powers and dispose of land to enable infrastructure. - Use of CIL and S106 funding to support infrastructure provision. - Through the Exeter Design Quality Partnership adopt an enabling and collaborative culture with developers and landowners, instilling confidence in the planning process. - Enhanced Member Training to improve quality of decision making in planning. - Exeter Place Partnership established to bring together the city's institutions to take ownership of the city vision and aspirations and to work collectively on obstacles to delivery.	4	4	16	March 2026. The City Council continues to promote design excellence and neighbourhood integration through the Liveable Exeter Placemaking Charter and Exeter Design Quality Partnership, with consistent use of design review for major schemes.  As part of the Exeter Partnership, the council is part of a Housing Theme Group that is made up of key partners from across the city.  Viability challenges continue to affect the delivery of affordable housing, as evidenced by recent committee decisions. These are being managed through the use of updated appraisals and professional viability review.	On going

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<b>R007</b>	<b>Maintaining a thriving Culture and Heritage sector</b>										
	<p>Potential Causes:</p> <ul style="list-style-type: none"> <li>A need to balance cultural ambition with the national funding picture and local financial challenges</li> <li>A need to support Visit Exeter as a vital mechanism for promotion of events, business and cultural offer.</li> </ul> <p>Ensuring culture is relevant to all of Exeter's communities</p> <p>Potential Impacts:</p> <ul style="list-style-type: none"> <li>Loss of NPO funding</li> <li>Loss of wider impact of cultural regeneration of the city.</li> <li>Inability to support night time economy</li> <li>Inability to support cultural sector</li> <li>Inability to deliver services including RAMM, Corn Exchange, Red Coats, Custom House, Underground Passages, Box Office</li> <li>Non-renewal of UNESCO status</li> <li>Reputational impact locally, nationally and internationally</li> </ul>										
	May 2023 Updated June 2025	Strategic Director for Place	3	3	9	<p>Strong relationship with Arts Council England and stakeholders.</p> <p>New five-year Cultural Strategy being developed with tangible deliveries.</p> <p>Significant cultural assets owned and run by the cultural sector.</p> <p>UNESCO City of Literature status awarded and monitored.</p> <p>Funding agreed with ACE until 2026 with Exeter's National Portfolio Organisations</p> <p>The council has submitted an Expression of Interest to become the next City of Culture</p>	1	2	2	<p>March 2026: A review of Cultural Services has been completed. A draft Cultural Strategy is being developed and consultation will begin after the elections. Funding is now agreed until 2027 (extension year has been granted, 2026-27). Additional NPO extension year now offered for 2027-28, application being developed. The Historic Places Panel (HPP) visited Exeter in September 2024 and published a comprehensive review in January 2025. The HPP will be returning to Exeter to receive an update on progress in April 2026. The report recognises the city's strong heritage base and offers recommendations to support heritage-led regeneration and cultural placemaking. City Development continues to support these aims through engagement with Historic England, particularly regarding the future of key strategic sites and the management of city wall heritage. Officers are liaising with the Director of Place to ensure that emerging cultural strategy work reflects the recommendations of the HPP, including promoting Exeter's UNESCO City of Literature status. Conservation efforts are supported by a dedicated conservation officer and recent heritage impact work associated with the Exeter Plan.</p>	Dec-26
<b>R008</b>	<b>Delivering against the key challenges in the Economy section of the Corporate Plan</b>										
	<p>Key challenges:</p> <ul style="list-style-type: none"> <li>Retention and recruitment, with some difficult-to-fill vacancies, which is stifling business growth.</li> <li>A rise in residents becoming economically inactive, particularly those in the 50+ age groups.</li> <li>Matching the learning and skills opportunities for residents with current and future job opportunities.</li> <li>Low levels of graduate retention from the University of Exeter.</li> <li>Levels of aspiration amongst our young people and limited awareness of opportunities.</li> <li>If there is an unsuccessful InExeter BID vote November 2024, its impact on the city centre business community.</li> <li>Following previous budget reductions and the discretionary services review implemented in April 2023, there is no longer an economic development service or skills function. There are no officer resource or budget to progress this corporate priority.</li> </ul> <p>Potential Impacts:</p> <ul style="list-style-type: none"> <li>Exeter's economic base is weakened.</li> <li>A rise in Universal Credit claimants Residents of Exeter.</li> <li>A slowdown of businesses opening up and surviving in Exeter.</li> <li>Vacancy rates in the city centre increase.</li> <li>The look and feel of the city centre declines.</li> </ul>										

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	May 2023	Strategic Director for Place	3	4	12	<p>Community Safety Team has now been made permanent as well as expanded to cover the rest of the city.</p> <p>Work is underway to develop a new City Centre Vison, Strategy and Action Plan. After engagement with the business community, City Council and Devon County Council Councillors, and taking into account the outcome of the 2025 residents survey, a number of priorities have been developed that focus on safety, cleanliness, homes and in providing a vibrant offer for residents, students and visitors to the city centre.</p> <p>To support the city centre, a new Cultural Strategy is also in development. Both documents are due to go out to public consultation early summer.</p>	3	3	9	March 2026. Mitigations and Controls have been updated to reflect latest position.	Mar-27
<b>R009 Progressing the design and delivery of a corporate Customer and Digital Strategy</b>											
<p>Challenges:</p> <ul style="list-style-type: none"> <li>•Digital technology continues to change the way people live, connect and work and this shift has been expedited by the Covid-19 pandemic. Digital technology continues to evolve at a rapid pace and for many have become an essential part of everyday life.</li> <li>•People expect easy access to joined-up information and efficient, secure services in the palm of our hand; increasingly expecting to interact with organisations wherever they like, whenever they like, on whichever device they have and on whatever channel they choose.</li> <li>•With customer behaviour changing faster than ever, the task of digital transformation demands significant changes to people, processes and technology. Our key challenges are the pace and scale of transformation needed in business processes; functional and organisational structures; culture; skills and resources within the Council and within and between Strata and our partner councils.</li> <li>•We are currently lagging many other Councils in our development of digital services and how we engage with our customers to improve and develop them.</li> </ul> <p>Local Government Reorganisation will require the council to compile a number of data sets to help ensure a smooth transition to the new authorities. Work will also be required to ensure that centralised systems are in place and available to use on Vesting Day.</p> <p>Potential Impacts:</p> <ul style="list-style-type: none"> <li>•Failure to agree and implement the required level of organisational change will impact on the ability of the Council to deliver a balanced MTFP which requires transformational change in how services are delivered.</li> <li>•Workforce and service delivery models not meeting the needs of customers leading to poor outcomes and inefficient, unaffordable services.</li> <li>•High levels of agency and consultancy spending.</li> <li>•Low staff morale and poor recruitment and retention</li> <li>•Loss of reputation of the Council</li> </ul> <p>April 2024: New risk: Cyber Security: There is increased global concern about the use of AI and emerging technologies for malign purposes. Whilst there are no specific new threats nationally or regionally in relation to Local Government and we have no specific concerns about current systems and processes, Strata Directors have requested the company to undertake a risk awareness and management workshop with the Directors of all 3 Councils to provide assurances that there is sufficient capability and capacity to understand and mitigate risks and respond should a "never event" occur. This process is due to complete in October 2024 and until this process has been completed and assurances /action plans adopted this issue will remain on the Corporate Risk Register.</p>											
	May 2023	Strategic Director for People and Communities	4	4	16	<p>Improved control of ICT Business Change Requests resulting in better use of valuable Strata resources.</p> <p>Customer Digital Strategy approved by Council in November 2023 sets clear direction around 10 outcome goals.</p> <p>June 2024 successful implementation and roll out of Microsoft 365 and the uses of Teams for improved communication and collaboration. New member SharePoint site has been designed and delivered.</p> <p>Plans are in place to roll out Sharepoint to all services.</p>	2	4	8	March 2026: Work is underway to understand the work and resources that will be required to successfully deliver LGR. The prioritisation and implementation of the council's Digital Customer Strategy will be critical to this.	Mar-28



KEY

Number	Name	Score
R001	Net Zero Carbon City	12
R002	Healthy and Active City	6
R003	Leading a Well-run Council	6
R004	Leading a Well-run Council	9
R005	Leading a Well-run Council	9
R006	Housing and Building Great Neighbourhoods	16
R007	Thriving Culture and Heritage	2
R008	Prosperous Local Economy	9
R009	Leading a Well-run Council	8

**RISK SCORING**



**Corporate Risk Register**

Likelihood ↑

4  
3  
2  
1

4	4	8	12	16
3	3	6	9	12
2	2	4	6	8
1	1	2	3	4

1 2 3 4  
Impact →

