

Report for: Audit Committee – 10 Nov 2025

Item number: 11

Title: Updated Corporate Risk Register

Report

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Ward(s) affected: N/A

Report for Key/

Non Key Decision: N/A

1. Describe the issue under consideration

- 1.1 The Audit Committee is responsible for providing assurance about the adequacy of the Council's Risk Management Framework and Policy and monitoring the effectiveness of systems for the management of risk across the Council and compliance with them as part of its Terms of Reference.
- 1.2 Under its terms of reference, the Committee is also required to note the Council's Corporate Risk Register and be satisfied appropriate mitigating actions are being completed in a timely manner.

2. Cabinet Member Introduction

- 2.1 Not applicable.

3. Recommendations

- 3.1 The Audit Committee is asked to note the Corporate Risk Register as at 30 September 2025, attached at Appendix A.

4. Reasons for decision

- 4.1 The Corporate Risk Management Policy and Strategy sets out the assurance framework of the Council; how risk management fits with other management and operational functions; and the roles and responsibilities of members and officers in the risk management process. The Audit Committee is responsible for reviewing and approving the Risk Management Policy as part of its Terms of Reference and the committee approved the Policy in October 2024. The Committee also receives regular updates on the Council's Corporate Risk Register and the accompanying guidance (attached at Appendix B).

5. Alternative options considered

- 5.1 Not applicable. The requirement to have a corporate risk management policy and strategy is recommended best practice and forms part of the overall assurance framework of the Council. Further, the identification of risks as part of a risk management process is considered essential as part of a good governance framework.

6. Background information

- 6.1 The Corporate Risk Management Policy and Strategy has been reviewed to incorporate changes to the Council's approach, to ensure it is fit for purpose for the future and meets current good practice requirements.
- 6.2 The full Corporate Risk is attached at Appendix A. The Corporate Leadership Team last reviewed and discussed the full register on 2 October 2025. The profile of the Council's residual risk is shown in the table below.

I M P A C T	Catastrophic (5)			6,8	2, 9, 10, 12	1
	Severe (4)		4	11, 13	5	
	Material (3)			3, 7		
	Minor (2)					
	Negligible (1)					
		Rare (1)	Unlikely (2)	Possible (3)	Probable (4)	Almost Certain (5)

LIKELIHOOD

- 6.3 The most significant "Red" risks and changes to the corporate risk register are as follows:

Risk 1 - Maintaining and strengthen financial viability/balance across MTFP including failure to deliver identified savings – this risk remains at the highest level and any failure to implement mitigating actions likely to result in the risk becoming an issue. The risk has been comprehensively updated, including for recent corporate actions requiring further checks over spend. The Corporate Leadership (CLT) team is actively engaged in the management of this risk.

Risk 2 - Non-delivery of transformational change due to lack of corporate change functions. The risk wording has been updated with emphasis on lack of corporate change. CLT also emphasised that any transformation has to deliver savings agreed in the annual budget.

Risk 9 - Failure to prepare for the impact associated with climate change, including air quality and pollution, extreme weather (e.g. flooding, heat). This risk remains at the same level since last reported.

Risk 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. This risk remains at the same level since last reported.

Risk 10 – Building Control. This is a new risk added to the corporate risk register that highlights a variety of risks experienced within building control due to the service being unable to recruit to established posts.

Risk 5 - Failure to meet housing / achieve full regulatory compliance for Council Housing Stock standards. The risk score remains unchanged though the risk mitigations and current status to achieve regulatory compliance has been updated.

6.4 The most significant “Amber” risks but should they occur, they could be catastrophic for the authority: -

Risk 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. The Impact is “5” and Likelihood is “3”. This risk remains unchanged since the last report.

Risk 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. The Impact is “5” and Likelihood is “3”. This risk remains unchanged since the last report.

Risk 11 - Failure to instigate arrangements for the proper management of Council property (including commercial and administrative buildings). The risk remains unchanged from the last report.

Risk 13 - Integrated delivery models for local health & care services does not deliver. The risk remains unchanged from the last report.

Risk 3 - Impact of significant external economic factors, affecting service delivery, the local economy, employment opportunities and cost of living for residents. This risk needs to be brought up to date update and CLT asked for an updated risk at its next meeting.

Risk 7 - Failure to transform insourced leisure services including culture and operations to improve performance. CLT considered this risk and asked that the risk can now be managed at directorate level. The risk will be moved to the Environment and Resident Experience directorate.

Risk 4 - Potential health and safety incident affecting employees or member of the public. CLT has asked for this risk to be reviewed and refreshed.

7. Contribution to the Corporate Delivery Plan 2024-2026 High level Strategic outcomes

- 7.1 The internal audit work makes a significant contribution to ensuring the adequacy and effectiveness of internal control throughout the Council, which covers all key priority areas.

8. Carbon and Climate Change

- 8.1 There are no direct Carbon implications arising from this report.

9. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Legal and Governance, Equalities)

9.1 Finance and Procurement

Finance

There are no direct financial implications arising out of this report as the work associated with updating and monitoring the Council's corporate risk approach is included within service areas' revenue budgets.

The risks included in the corporate risk register could have significant financial implications for the Council if they were to materialise. Regular review and monitoring of existing and emerging risks helps to mitigate any potential financial implications.

Procurement

Strategic Procurement note the contents of this report and have been consulted on the relevant audits where required.

Actions arising related to procurement and the letting of contracts are contained within the relevant audit reports and will be actioned accordingly.

9.2 Director of Legal & Governance – Haydee Nunes De Souza, Head of Legal Services

Approval of the Corporate Risk Management Policy is a matter for Audit Committee, whose terms of reference and statement of purpose provide –

The Committee's purpose is to provide an independent and high-level focus on the adequacy of governance, risk and control arrangements. Its role in ensuring there is sufficient assurance over governance, risk and control gives greater confidence to all those charged with governance that those arrangements are effective.

The Committee has oversight of both internal and external audit, together with the financial and governance reports, helping to ensure there are adequate arrangements in place for both internal challenge and public accountability.

Accordingly, there are no legal reasons why Audit Committee should not approve the recommendations in this report.

9.3 Equality

The Council has a public sector equality duty under the Equality Act (2010) to have due regard to:

- tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- advance equality of opportunity between people who share those protected characteristics and people who do not;
- foster good relations between people who share those characteristics and people who do not.

There are no direct equality implications arising out of this report.

10. Use of Appendices

Appendix A – Corporate Risk Register as at 30 September 2025

Appendix B – Risk Management Guidance

11. Background Information

None