Report to Overview and Scrutiny Committee

Subject: **Corporate Risk Management Review Quarter 4 2024/25**

Date: **21 July 2025**

Author: **Chief Finance and Section 151 Officer**

1. Purpose of the Report

To update members of the Overview and Scrutiny Committee on the current level of assurance that can be provided against each corporate risk.

> **Recommendations:**
>
> **That Members:**
>
> - Note the current risk level and actions identified within the Corporate Risk Register.

2. Background

The current Risk Management Strategy & Framework was approved and adopted by Cabinet on 28 March 2024. Following adoption of the new framework, a project has been underway to simplify the process of risk review and management by using the Council's performance management system, Ideagen to track risk.

All Assistant Directors and Senior Managers have now received training and individual workshop sessions on the content of the new Risk Management Framework and have completed a review of departmental risks in the new Ideagen system. All risks are scored using the new scoring matrix in the framework (appendix 2) and all scores have been provided to show the gross risk (risk level at it's highest level without controls), the residual risk (the current risk score with controls) against the risk appetite score of the Council which is currently moderate, as approved within the framework.

As part of risk review, where departmental risks increase to red this is likely to impact on the overall corporate risk linked to that departmental risk.

The risk framework sets out the context on how risks are to be managed. It defines the key role for the Audit Committee as providing independent assurance to the Council with regard to the effectiveness of the risk management framework and the associated control environment. This includes the monitoring of the framework and ensuring the implementation of all audit actions.

3. Corporate Risk Register

The Corporate Risk Register is a key enabler of the Strategy and Framework and provides assurance on the key risks identified as corporate risks. All risks are now monitored through the Council's Corporate Risk Board which meets every other month. Any significant risk changes raised through the board and flagged in departmental registers are then highlighted to Senior Leadership Team to determine any mitigatory actions.

In quarter 3 there has been a decrease in risk level across two corporate risks as identified in the risk scorecard.

There has been a decrease in risk 2 – Capacity for service delivery, 12 – 9 which has reduced the risk from red to amber. The risk has reduced as a review of staffing need in the service resulted in successful recruitment to a number of new or vacant posts.

The second risk decrease relates to risk 9 ICT – Technology. This is also linked to capacity pressures in ICT which have reduced. This risk level has decreased from 9 – 6 so remains amber but the likelihood has reduced..

No risks have increased in level in this quarter.

The Council's risk appetite is moderate, ideally all risks should be yellow or below, it is however accepted that the Council may take a higher tolerance to risk in some areas versus the reward, this decision is taken on a case by case basis.

The Corporate Risk Register and supporting comments as at the end of March 2025 are appended to this report, and this includes a summary of all control gaps identified on the Council's Corporate Risk Register and any actions added to reduce the risk level further.

4. Financial Implications

None arising directly from this report.

5. Legal Implications

None arising directly from this report, the report is to provide reporting, in line with the Council's Risk Management Framework which is a requirement of the Accounts and Audit Regulations 2015.

6. Equalities Implications

None arising directly from this report, although EIA of all risks should be considered as part of any actions identified and controls in place.

7. Carbon Reduction/Environmental Sustainability Implications

None arising directly from this report, although Carbon Management forms part of the Environment category on the Corporate Risk Register.

8. Appendices

Appendix 1 - Corporate Risk Register Monitoring – Quarter 4, period ending 31 March 2025

Appendix 2 - Risk Management Scoring Matrix

Appendix 3 – Risk Definitions

Statutory Officer Approval	
Approved by:	**Chief Financial Officer**
Date:	**16 June 2025**
Approved by:	**Monitoring Officer**
Date:	**16 June 2025**

Q4 2024/25 Corporate Risks report

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
CR001	Finance	12	4	9		Tina Adams	This refers to the ability of the Council to meet its financial commitments and/or the scale and pace of budget cuts. This relates to income and expenditure and includes internal budgetary pressures, savings/growth considerations, external economic changes etc.	Set budget for 2025/26 and the next medium– term plan (FEB 24) Completed. Agree a set of new efficiencies for delivery (FEB 24). completed Progress individual service budget reviews and zero–based budgeting, Waste competed PASC to be carried out in 2025–26. To be completed 2025/26	The outturn position for 2024/25 was a balanced budget position, however there were still some significant overspends relating to environment staffing and agency budgets. These will be closely managed in 2025/26 as part of the Budget & Performance Board. The overall risk remains high as the medium–term financial plan is still predicated on a significant amount of efficiencies that are not yet fully identified. SLT will be meeting with portfolio holders early in 2025/26 to identify and agree further efficiencies.

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
CR002	Capacity Service Delivery	9	4	9	⬇	Mike Hill; Francesca Whyley	This is about ensuring that sufficient capacity is available to deliver services which meet statutory obligations, Council objectives etc and public expectation.	Review of Performance Development review process and roll out of new process (June2025) Review of employee policies including absence management, harassment (July 2025) Review of Learning and development needs across the organisation and review of policy (August 2025)	There has been a restructure of ICT completed and a successful recruitment campaign in quarter 4. Waste have also recruited additional drivers and loaders. The Annual Delivery Plan has been completed focusing actions for the next year in line with capacity to ensure capacity for delivery on key priorities. A review of staffing policies has commenced, succession planning and recruitment and retention is part of the workforce strategy which is being update as part of wider policy change review (actions identified). Whilst not affecting the overall risk level for capacity as yet, there is potentially an emerging risk in relation to

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									recruitment and retention in light of proposals for Local Government Reform.
CR003	Health & Safety At Work	12	3	9		Francesca Whyley	This refers to Occupational Health & Safety.	Assessment needs to be amended to reflect new management roles the risk assessments reviewed by all (June 2025)

Support the roll out of new equipment in waste Services by advising on risk assessments and safe systems of work. (June 2025) | ICT have recruited as such reduced risk around Working Time Directive breach.
A programme of internal inspections have been undertaken. managers have been produced with actions for improvement and completion is monitored through the Corporate Risk board. Capacity in the Health and Safety team has been reduced in quarter 4 so risk level has not reduced despite changes to ICT team.
No significant health and safety issues reported in quarter 4.
Training continues to be delivered to new drivers and loaders at the depot. |

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CR004	Environmental	12	4	9		Francesca Whyley	This refers to the environmental impact on the public – it could be related to virus type illnesses or environmental incidents such as flooding which impact on health or related to events which have an impact on the natural environment such as pollution/contamination	Emergency Plan review to commence June 2025 Review position with LRF and County Council arrangements (June 25). Review of Carbon management Actions (July 2025) Review of Flood response within Parks (August 2025)	Capacity in Emergency Planning has been reduced corporately in quarter 4 but has now improved. Agreed changes to the structure in Parks to be implemented in the next month.
CR005	Contractual Partnerships	12	4	9		Francesca Whyley	This refers to both the risks regarding partnership / contractual activities and the risks associated with the partnership / contract delivering services to the agreed cost and specification.	Deliver contract management training for officers (Sept 2025) Enhancement of due diligence checks with support from Orbis (July 2025)	Significant work completed in this quarter: Contract register updated onto new system and published New procurement partner identified to commence in March 2025 Contracts and Procurement Manager appointed to commence in April 2025.

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									New Procurement Strategy Adopted March 2025 The implementation of these measures should see a reduction in risk level in the next quarter if the new procurement partnership is effective.
CR006	Reputation	12	4	2		Mike Hill; Francesca Whyley	This relates to public perception / expectation and the impact of media attention.	Ensure active engagement in Local Government Re-organisation and effective comms plan (ongoing) Review Communications Plan for both internal and external communications (July 2025)	Review of DBS checks across the organisation and at Councillor level has been completed with a new policy adopted by members in June 2025 and a new policy drafted for staff to be consulted on in the next quarter. Trade Waste communications plan for the new trade waste service was launched, performance of the service will be monitored through Budget and Performance Board. Submission of Interim proposals on Local

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									Government Reform to Government in March. No change in risk level at this stage but may be changes in the next year depending on outcomes of submission.
CR007	Infrastructure Assets	16	4	12	▬	Mike Hill; Francesca Whyley	This looks at the loss, protection and damage of physical assets and takes into account the need to maintain, protect, insure and plan for unexpected loss.	Asset management strategy to be completed. (SEP 25) Procure and asset management system (DEC 25) Review temporary accommodation for suitability and establish maintenance programme. (AUG 25) Maintenance and compliance schedules to be combined across Leisure, properties and Housing. (AUG 25) Progress demolition of large garage to	A central asset list has been developed to start the strategy writing process, but a completed strategy will not be done until later in the year. Condition surveys of Temporary Accommodation are being procured, and the results will feed into the maintenance policy which is being drafted. The demolition of the large shed at the depot has been out to procurement with works due to be undertaken in the next quarter. Need to continue to liaise with County Council as initial works to resolve

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								support depot improvements. (JUN 25) Further engagement with County on drainage issues (ongoing)	drainage issues at Carlton Forum have not reduced the risk as much as anticipated. Further works likely.
CR008	Legislative	12	4	6	▬	Francesca Whyley	This refers to changes to and breaches of current law leading to additional workloads, fines, intervention by regulatory bodies etc.	Project Plan to be developed for future waste changes for simpler recycling March 2026 and Food Waste October 2027 (JAN 25)	Staffing review in waste completed and additional posts recruited to. Wider structure changes at the Depot have been made to improve the level of operational management across waste, fleet and parks and street care. Trade waste changes implemented, and project closed down, ongoing performance to be tracked through Budget and performance board. Work undertaken in readiness for Procurement Act introduction with new rules adopted in January

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									2025 and significant work undertaken to train officers on the new legislation. Risk has reduced slightly but horizon scanning has identified emerging risks next quarter in relation to the introduction of Martyn's Law and potential changes to Equality Commissions guidance on the provision of facilities and Local Government Reorganisation, so risk level held.
CR009	ICT Technology	12	4	6	⬇	Kate Lindley; Francesca Whyley	This relates not only to the impact of Internal technology failure but also changing technological demands and the ability to meet the pace and scale of change.	Review cyber security risk register (JUL 25) Review ICT policies (AUG 25)	There has been a re-structure and successful recruitment drive within ICT which has lowered the overall risk around capacity and by extension ICT support. Work is ongoing on cyber-security with an update to be provided to Committee in the next quarter.

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
									A huge amount of work is underway across ICT and Transformation to support implementation of a new Customer relationship management System and waste and Parks System.
CR010	Projects	12	4	6		Mike Avery; Kate Lindley; Francesca Whyley	This relates to the effective management of projects to achieve delivery that is on time, to budget and that meet the needs of the organisation.	Review of project management templates and documentation to incorporate risk framework. (JUN 25) Establishment of corporate reporting mechanism for major contracts through making meetings matter project (JUN 25) Development of dashboard data to track project performance as part of status updates. (OCT 25)	Financial regulations Training delivered to officers. Connected Council Board stood up to have oversight of the status of projects and work programmes and agree any new projects. Regular meetings with Cabinet set up to track progress on projects and work programmes. Further work needed to align project risks with corporate risks. No significant risks to projects in quarter 4.

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CR011	Fraud Bribery Misconduct	12	4	9		Tina Adams	Relates to improper actions committed against the Council either internally or by third parties. Including frauds, bribery, money laundering and misconduct e.g., theft, falsification of timesheets.	Renew Anti-Fraud Strategy – (March 2025) – slipped to July 25 to correspond with the Internal audit Compile a Fraud Action Plan – (March 2025) Monitor take up of training – (Jan 2025) Fraud Communication on Staff Intranet – every 3 months Review, revise and publicise Fraud Response Plan – (March 2025) In Person training to be undertaken for staff who don't have access to a computer – (March 2025) Forensic review of other ICT systems	No New instances of Fraud or misconduct have occurred in quarter 4. No whistleblowing instances in quarter 4 related to potentially fraudulent activity. The 21/22, 22/23 & 23/24 accounts have all been signed off by the External Auditors a disclaimed opinion has been given both due to the recent fraud and the audit. backstop. arrangements. The fraud strategy will be updated in 2025/6 to coincide with the internal audit which will result in a new revised fraud action plan. The number of people who have completed the online training is 327 users out of 360 FTE's. Fraud

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								including Civica – (March 2025) User Access review and centralisation (July 2025) – on target	training communication will be rolled out again in June, September and December 2025 to remind those who ned to renew their training in 2025/26. Manual training to staff without PCs will be rolled out in the summer of 2025.
CR012	Service Standards Performance Management	9	4	4		Francesca Whyley	This relates to the setting of acceptable standards and levels of output for a service area and the processes put in place to ensure these are delivered and managed appropriately	Programme of equality/Diversity and Inclusion training to be developed for frontline staff, managers and Councillors – December 2025 Review performance reports and presentation to align with delivery plan actions and budget (AUG 2025)	Significant work undertaken in quarter 4 Budget and Performance Board established and now running to monitor performance and budget and providing effective engagement with Assistant Directors and managers. The Annual Delivery Plan has been agreed for 2025/26 providing a change to service planning approach. A new set of strategic and operational key

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								Create centralised training needs analysis and plan (JUL 25) Review Employee/manager and Leader Standards (Jun 2025)	performance indicators have been collated through the Budget and performance board for approval for 2025/26.

Staff in the depot have received training on new Whitespace system and wider digital skills, more to be delivered in quarter 1.

Risk level remains the same but is within risk tolerance.

Review of employee standards was commenced with amended standards agreed in May 2025. |
| CR013 | Information Data | 12 | 4 | 9 | | Kate Lindley; Francesca Whyley | Security – this relates to physical and IT security on site and in-transit or inappropriate disclosure of information. | Create Register of Processing Activity in line with audit recommendations (JUN 25) | New data Protection Training has been rolled out to staff.

Training has been developed on DPIAs and |

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								Review of Identification and Verification processes across the Council, standard process to be agreed (JUN 25) Review Retention policies (JUL 25) Review DPIA processes and raise awareness (JUN 25)	will be rolled out early in quarter 1. ROPA is being developed but not yet finalised. Identification and Verification process to be progressed next quarter.

APPENDIX 2 - RISK MANAGEMENT SCORING MATRIX AND RISK APPETITE

	Minor/Non-Disruptive Impact (1)	Moderately Disruptive Impact (2)	Serious Consequences (3)	Major Consequences (4)
Very Likely (4)	4 (Yellow)	8 (Orange)	12 (Red)	16 (Red)
Probable (3)	3 (Yellow)	6 (Orange)	9 (Orange)	12 (Red)
Possible (2)	2 (Green)	4 (Yellow)	6 (Orange)	8 (Orange)
Unlikely (1)	1 (Blue)	2 (Green)	3 (Yellow)	4 (Yellow)

Risk Levels	Colour
Negligible Risk	Blue
Low Risk	Green
Modest Risk	Yellow
Medium Risk	Orange
High Risk	Red

APPENDIX 3 – RISK DEFINITIONS

LIKELIHOOD

4	**Very Likely** >90%	• Event expected to occur. Has occurred and will continue to do so without action being taken. • Indication of imminent occurrence • There are external influences which are likely to make our controls ineffective
3	**Probable** 60-90%	• There is a moderate exposure to the risk. • Reasonable to expect event to occur within a year. • Has occurred in the past. • Is likely to occur within the Council's planning cycle. • There are external influences which may reduce effectiveness of controls
2	**Possible** 30-60%	• There is a low exposure to the risk. • Little likelihood of event occurring - 1 in 10 years • There is a potential for external influences which may reduce effectiveness of controls
1	**Unlikely** 0-30%	• Extremely remote • Not expected to occur but may do so in exceptional circumstances - 1 in 100 years. • There are few or no external influences which may reduce effectiveness of controls

IMPACT

Score	Description	Indicative Guidelines
4	**Major Consequences**	The consequence is so bad that urgent action must be taken to improve the situation or prevent it worsening. External support from the Government or other agencies is likely to be needed: • Catastrophic loss, delay, or interruption to services • Level of financial loss, additional costs, or loss of assets which the Council is unable to resource without additional Government/External support.

		• One off event which would de-stabilise the Council over several years. • The risk will cause the objective not to be reached, causing damage to the organisation's reputation. • Will attract medium to long-term attention of legislative or regulatory bodies. • Major complaints • Significant adverse media interest • Death or life-threatening injury
3	**Serious Consequences**	The consequences are sufficiently serious to require attention by Cabinet and/or full Council: • Loss of key assets or services for an extended time period. • Longer term impact on operational efficiency or performance of the Council or crucial service areas • Financial loss, additional costs or loss of assets which would need a Council decision as the scale of the loss would be outside the Council's budget & policy framework. • The risk would destabilise the Council in the short term. • The intended objectives are unlikely to be met leading to negative impact on the Council's reputation and a significant number of complaints. • Will lead to attention for regulators and External Auditors for a significant time. • Major accident/injuries (but not life-threating)
2	**Moderate/ Disruptive**	The consequence is sufficient to require attention by Leadership Team and cannot be managed within a Service Area • Significant loss, delay, or interruption to a service. • Medium term impact on operational efficiency or performance • Financial loss, additional costs or loss of assets that is within the Council's budget & policy framework but needs a Statutory Officer decision, Leadership Team decision, Cabinet decision or needs to be drawn to Cabinet's attention.

		• The risk will cause some elements of the objective to be delayed or not achieved, causing potential damage to the organisation's reputation. • May attract medium to short term attention of legislative or regulatory bodies. • Significant complaints • Serious accident / injury (but not life threatening)
1	**Minor/Non-Disruptive**	The consequences can be dealt with as part of the normal day-to-day business by the Team Manager and the Head of Service: • Minor loss, delay, or interruption to services • Short term impact on operational efficiency or performance • Negligible financial loss • The risk will not substantively impede the achievement of the objective, causing minimal damage to the organisation's reputation. • No or minimal external interest. • Isolated complaints • Minor accident / injury