



Appendix 1 Q1 2025/26 Corporate Risk Register report

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q1 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 25) Completed. Agree a set of new efficiencies for delivery (Feb 25. In progress) Progress individual service budget reviews and zero based budgeting, Waste competed PASC to be carried out in 2025-26. To be completed 2025/26 Further work on Trade waste to understand total cost of service delivery Dec 25. Mid Year Review if MTFP (Oct 25) Upgrade Core Financial System and Migrate to Cloud Phase 1 (Completed)	Agresso has been successfully migrated over to the cloud, phase 2 of transferring functionality from Citrix to web base system is currently underway. Overspends in Environment are being addressed, new management have been put into place, a new performance management policy is being introduced and the introduction of a waste management system will help to ensure optimal efficient operations. A new set of efficiencies are current being considered by SLT and Cabinet Members. Despite overspends in


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								Transfer Various Functions from Citrix based to web-based system (Phase 2 in progress completed by Dec 25)	the first 4 periods of monitoring we are still forecasting a balanced budget due to underspends in other areas being used to offset overspends in Environment. Despite the actions above the risk remains high, due to a significant amount of efficiencies that need to be identified to ensure a balanced budget position in the medium term.
CR002	Capacity Service Delivery	9	4	12	↑	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.	Complete sign off of employee policies including absence management, harassment (Oct 2025) Complete sign off of Learning and development needs across the organisation and review of policy	PDR review completed with new one to ones implemented and training videos rolled out. Action completed from Q4. Employment policies have been reviewed including absence management, DBS


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								(October 2025) Roll out training and awareness of changes to absence management policy with managers particularly in Waste services (NOV 25)	checks and learning and development approvals from ACSC required. Increase in absence across waste services and capacity impacts from completed management restructure have increased this risk level from 9-12 likelihood has increased. Review of sickness policies should support better absence management but further training required for managers particularly waste managers and supervisors.
CR003	Health & Safety At Work	12	3	6	↓	Francesca Whyley	This refers to Occupational Health & Safety.	Assessment needs to be amended to reflect new management roles the risk assessments reviewed by all (Sept 2025)	Risk assessments and safe systems in place for new Whitespace software in waste services. Action completed. Assessment needs reviewing to ensure new managers have


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									<p>completed assessments on system, waste management restructure now complete.</p> <p>Capacity issues in health and Safety team have improved.</p> <p>All drivers now trained and using Whitespace.</p> <p>Thorough review of departmental risks in parks has lowered departmental risks in respect of health and safety which has reduced the overall score from 9-6 (reduced probability level) combined with improved capacity in H and S team.</p>
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	Emergency Plan review commence June 2025 Senior Officers to complete online training associated with countywide operation training	LRF secretariat amended, police and fire now providing service, action completed. Staffing in Emergency planning now in hand



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							flooding which impact on health or related to events which have an impact on the natural environment such as pollution/contamination.	(Autumn 25)	capacity normal. Carbon management actions have been reviewed and new actions agreed for 25/26 action completed. Review of flood response in parks has been completed with departmental risk lowering to amber. No change to overall risk level but review of EP should lower overall level by Q3.
CR005	Contractual Partnerships	12	4	6	↓	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)	Positive performance on procurement under the new arrangements. Contract management training still to be completed. Contracts and Procurement manager working well with Orbis and some key procurements have been undertaken in this quarter including

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									completion of demolition contract for the shed, surveys for Housing stock and new enforcement support contract. The overall risk level has reduced from 9 to 6 due to improved performance function.
CR006	Reputation	12	4	6	↑	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) Implement Communications Plan for both internal and external communications (Oct 2025) Ensure project plan in place for Garden waste roll out (Oct 25)	There has been an increase in risk in Q1 from 2 –6 mainly as a result of increased complaints in relation to waste services which is linked to the increase in capacity risk as a result of absence within the service and high demand for garden waste in Q1. This is expected to reduce as the new management team is embedded and absence management improves. Whitespace is also assisting with more efficient rounds and


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									<p>service.</p> <p>A review and changes to staffing in Q1 and moving into Q2 across the communications team will ensure that communication and community engagement is aligned and the development and roll out of the comms strategy will see improvement to the service.</p> <p>A number of consultations are to be launched early Q2 in relation to the local plan and leisure and LGR which may impact in Q2. The consultation strategy has now been agreed which ensures consultations are at a reduced risk of challenge.</p>
CR007	Infrastructure Assets	16	4	12		Mike Hill; Francesca Whyley	This looks at the loss, protection and damage of physical	Asset management strategy needed. (SEP 25)	No change in risk level in Q1 although good progress being made on


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							assets and takes into account the need to maintain, protect, insure and plan for unexpected loss.	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) Demolition of large garage to support depot improvements. (Sep 25) Further engagement with County on drainage issues on wet side (ongoing)	actions including procurement out for surveys to temporary accommodation, contractor secured for demolition of the large garage (works commenced September) and completion of works to improve dry side drains at Carlton Forum. Good progress is being made on asset management with a plan now agreed and strategy to follow shortly. Wet side drains are still at risk but the County are now engaging well on these works and improvements and reduction in the risk level is expected in quarter2.
CR008	Legislative	12	4	6		Francesca Whyley	This refers to changes to and breaches of current	Project Plan to be developed for future waste changes for	Group established to review changing and toilet facilities across

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							law leading to additional workloads, fines, intervention by regulatory bodies etc.	simpler recycling March 2026 and Food Waste October 2027 (DEC 25) Prepare project plan for roll out of Martyn's Law (OCT 25) Complete Review of toilet and changing facilities (OCT 25)	assets to ensure compliance with EHRC guidance once finalised. H and S team and legal are making preparations for implementation of Martyn's law. Good progress on Procurement Act implementation with new procurement team working effectively.
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)	No change to the risk level in Q1. Actions to be progressed in quarter 2. Update to Committee to be provided. New structure embedded and majority of rolls recruited to.

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CR010	Projects	12	4	4		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.	Establishment of corporate reporting mechanism for major contracts through making meetings matter project (Sep 25) Alignment of project risk templates with Pentana (OCT 25) Develop Annual Delivery Plan timetable for 26/27 to align with budget process (OCT 25)	Quarter 1 saw a change to performance reporting on projects with a new portfolio management approach. All milestones for Q1 have been completed which shows a healthy performance rate on projects hence the overall reduced risk level as performance management processes are improving. Project templates have been reviewed action completed. Final project boards need standing up and resolve project reporting to Senior Leadership team from boards. Reduction in overall level from 6 to 4.
CR011	Fraud Bribery Misconduct	12	4	9		Tina Adams	Relates to improper actions committed against the Council either internally or by	Renew Anti-Fraud Strategy - Draft Completed in discussion with	Draft new anti-fraud & corruption policy has been written and is part of the Main Financial

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							third parties. Including frauds, bribery, money laundering and misconduct e.g., theft, falsification of timesheets.	Internal Audit (Present to audit Committee December) Revised Departmental Fraud Risk Assessments- (Oct 2025- In Progress) Monitor take up of training - (Ogling) 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 - (Dec 2025) Forensic review of other ICT systems including Civica - (March 2025, still need to be undertaken) User Access review and centralisation (July 2025) - Currently in	Systems Internal Audit. Take up of training is good but could still be improved, we are currently looking at an easier way to monitor. A revised corporate training programme is currently being considered for mandatory training where individual topics are focussed on for a whole month (327 FTE's have completed the training). User Access in the Core Financial System is currently being transferred over to ICT which is an action from the previous BDO report. There have been two Misconduct case which have included potential employee related fraud in the first quarter. These have been

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								progress	investigated and resolved. There have been no other instances of fraud reported or identified. The Risk score remains the same however this may change once the user access piece has been completed and the outcomes of the Internal Audit are known.
CR012	Service Standards Performance Management	9	4	6		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 Establish Annual Delivery Plan timetable to align with budget process for 2026/27 (OCT 25) Review staffing in Revenues and Welfare to ensure KPIs improve	Excellent progress on changes to performance reporting with all actions on target for Q1. Missed KPIs for benefits claims and changes due to capacity require staffing review. Risk level has increased slightly due to high number of complaints in relation to waste services. Actions to improve this are linked to Capacity risk.

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								<p>for processing/amending claims for benefit. (OCT 25)</p> <p>Create centralised training needs analysis and plan (JUL 25)</p> <p>Review Employee/manager and Leader Standards (Jun 2025)</p>	Performance in waste services has dipped in Q1 with a spike in complaints however this is reflected through capacity risk increase and steps are already in place to mitigate this which should see improved performance in this area.
CR013	Information Data	12	4	9		Kate Lindley; Francesca Whyley	<p>Security – this relates to physical and IT security on site and in-transit or inappropriate disclosure of information.</p>	<p>Create Register of Processing Activity in line with audit recommendations (SEP 25)</p> <p>Sign off of new IDV policy (OCT 25)</p> <p>Review Retention policies (OCT 25)</p> <p>Review DPIA processes and raise awareness (OCT 25)</p>	<p>IDV policy has been agreed by SLT for progression to Cabinet for sign off.</p> <p>DPA training is being completed across services.</p> <p>ROPA are still in progress along with DPIA reviews.</p> <p>Risk level remains unchanged.</p>

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