

Appendix 1

Corporate Risk Register

February 2023

Corporate Risk Register

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Corporate Risk Register

Corporate Risk Register

The Council's Corporate Risk Register (CRR) contains the Council's most serious risks. It is owned by Cabinet and the Senior Leadership Team (SLT).

We define our risks using a scale of likelihood of the risk occurring and the impact of the risk occurring. We also determine whether the risk is in line with our risk appetite. Risk appetite is the level of risk we are prepared to tolerate or accept in pursuit of our long term, strategic objectives.

The Risk Management Strategy is available [on our website](#).

Risk Score	Risk Severity	Escalation Criteria
C5, D4, D5, E4, E5	Minor (Green)	Risk easily managed locally and no need to involve management
A5, B4, B5, C3, C4, D3, E2, E3	Moderate (Yellow)	Risk containable at service level and senior management and SLT may need to be kept informed
A3, A4, B3, C2, D1, D2, E1	Major (Orange)	Intervention by SLT with Cabinet involvement
A1, A2, B1, B2, C1	Critical (Red)	Significant SLT and Cabinet intervention

Summary of current corporate risks and score (February 2023)

We have 20 corporate risks on our register.

55% (11) are outside of our risk appetite.

Corporate Risk Register

Non-financial and regulatory

Risk Title	Inherent Risk Score	Residual Risk Score	Trend since last report	Within Risk Appetite
01. The risk of a safeguarding incident	A1 Critical (Red) Risk Almost Certain and Very High Impact	A1 Critical (Red) Risk: Almost Certain and Very High Impact	Same	No
12. Negative reports from external regulators	C2 Major (Orange) Risk: Possible and High Impact	C3 Moderate (Yellow) Risk: Possible and Medium Impact	Same	Yes
14. Health and safety	C2 Major (Orange) Risk: Possible and High Impact	E2 Moderate (Yellow) Risk: Rare and High Impact	Same	Yes

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Financial

Risk Title	Inherent Risk Score	Residual Risk Score	Trend since last report	Within Risk Appetite
06. Economic environment worsens (council)	B1 Critical (Red) Risk: Likely and Very High Impact	B2 Critical (Red) Risk: Likely and High Impact	Same	No
13. Alternative models of service delivery	B2 Critical (Red) Risk: Likely and High Impact	C2 Major (Orange) Risk: Possible and High Impact	Same	No
27. Budgetary decisions are not taken or implemented quickly enough	B1 Critical (Red) Risk: Likely and Very High Impact	C2 Major (Orange) Risk: Possible and High Impact	Same	No
31. Fraud and corruption	C2 Major (Orange) Risk: Possible and High Impact	E2 Moderate (Yellow) Risk: Rare and High Impact	Same	Yes
33. Cost of care is outstripping resource	B1 Critical (Red) Risk: Likely and Very High Impact	C2 Major (Orange) Risk: Possible and High Impact	Same	No

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Risk Title	Inherent Risk Score	Residual Risk Score	Trend since last report	Within Risk Appetite
36. Economic environment worsens (local businesses)	A1 Critical (Red) Risk: Almost Certain and Very High Impact	B2 Critical (Red) Risk: Likely and Very High Impact	Same	No

Operational

Risk Title	Inherent Risk Score	Residual Risk Score	Trend since last report	Within Risk Appetite
11. Ineffective response to a serious event	A2 Critical (Red) Risk: Almost Certain and High Impact	C3 Moderate (Yellow) Risk: Possible and Medium Impact	Same	Yes
34. Demand for specialist care cannot be met locally	A2 Critical (Red) Risk: Almost Certain and High Impact	B2 Critical (Red) Risk: Likely and High Impact	Same	No

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Risk Title	Inherent Risk Score	Residual Risk Score	Trend since last report	Within Risk Appetite
44. Ash Dieback Disease	B1 Critical (Red) Risk: Likely and Very High Impact	C2 Major (Orange) Risk: Possible and High Impact	Same	No
48. Recruitment and retention issues	B3 Major (Orange) Risk: Likely and Medium Impact	B3 Major (Orange) Risk: Likely and Medium Impact	Same	Yes
49. Vulnerable and disengaged learners	A2 Critical (Red) Risk: Almost Certain and High Impact	C3 Moderate (Yellow) Risk: Possible and Medium Impact	Same	Yes
50. Placements for Children Looked After	B2 Critical (Red) Risk: Likely and High Impact	C3 Moderate (Yellow) Risk: Probable and Medium Impact	Same	Yes

Corporate Risk Register

Strategic

Risk Title	Inherent Risk Score	Residual Risk Score	Trend since last report	Within Risk Appetite
21. Strategic misalignment between the Health Board and the Council	A1 Critical (Red) Risk: Almost Certain and Very High Impact	C2 Major (Orange) Risk: Possible and High Impact	Same	No
18. Programme and projects don't deliver	B2 Critical (Red) Risk: Likely and High Impact	B2 Critical (Red) Risk: Likely and High Impact	Same	No
30. Senior leadership capacity and skills	C3 Moderate (Yellow) Risk: Possible and Medium Impact	C3 Moderate (Yellow) Risk: Possible and Medium Impact	Same	Yes
37. Partnerships and inequalities and deprivation	B1 Critical (Red) Risk: Likely and Very High Impact	C2 Major (Orange) Risk: Possible and High Impact	Same	Yes
45. Net carbon zero and ecologically positive council	A1 Critical (Red) Risk: Almost Certain and Very High Impact	B2 Critical (Red) Risk: Likely and High Impact	Same	No