

Appendix 1

Summary of Corporate Risk Register February 2025

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 2025)

We have 13 corporate risks on our register. 54% (7) are outside of our risk appetite.

CORPORATE RISK REGISTER – SUMMARY FEBRUARY 2025 REVIEW

Risk Title	Inherent Risk Score	Residual Risk Score	February 2025 Review	Trend since last report (September 2024)	Within Risk Appetite
01. Safeguarding incident	A1 Critical (Red) Risk Almost Certain and Very High Impact	A1 Critical (Red) Risk: Almost Certain and Very High Impact	Risk reviewed and confirmed scoring and narrative as accurate.	Same	No
11. Unexpected or unplanned serious event	A2 Critical (Red) Risk: Almost Certain and High Impact	C3 Moderate (Yellow) Risk: Possible and Medium Impact	Risk reviewed and confirmed scoring and narrative as accurate.	Same	Yes

Risk Title	Inherent Risk Score	Residual Risk Score	February 2025 Review	Trend since last report (September 2024)	Within Risk Appetite
12. Negative reports from external regulators	C2 Major (Orange) Risk: Possible and High Impact	C3 Moderate (Yellow) Risk: Possible and Medium Impact	Risk reviewed and confirmed scoring and narrative as accurate.	Same	Yes
14. Health and Safety	B2 Critical (Red) Risk: Likely and High Impact	E2 Moderate (Yellow) Risk: Rare and High Impact	<p>Risk reviewed and confirmed scoring and narrative as accurate.</p> <p>SLT “deep dive” session 3rd April 2025 – amended Inherent Risk Score from C2 Major Risk: Possible / High Impact to B2 Critical Risk: Likely / High Impact</p> <p>Residual Risk Score to remain the same E2 Moderate Risk: Rare / High Impact</p>	Same	Yes

Risk Title	Inherent Risk Score	Residual Risk Score	February 2025 Review	Trend since last report (September 2024)	Within Risk Appetite
21. Integration of health and social care does not develop further	A1 Critical (Red) Risk: Almost Certain and Very High Impact	B2 Critical (Red) Risk: Likely and High Impact	<p>Risk reviewed and confirmed narrative as accurate.</p> <p>Amended Residual Risk score from C2 – Major Risk: Possible / High Impact to B2 – Critical Risk: Likely / High Impact.</p>	Worse	No
31. Fraud and corruption	C2 Major (Orange) Risk: Possible and High Impact	E2 Moderate (Yellow) Risk: Rare and High Impact	Risk reviewed and confirmed scoring and narrative as accurate.	Same	Yes

Risk Title	Inherent Risk Score	Residual Risk Score	February 2025 Review	Trend since last report (September 2024)	Within Risk Appetite
34. Insufficient regulated care	A2 Critical (Red) Risk: Almost Certain and High Impact	B2 Critical (Red) Risk: Likely and High Impact	Risk reviewed and confirmed scoring and narrative as accurate.	Same	No
37. Partnerships	B1 Critical (Red) Risk: Likely and Very High Impact	C2 Major (Orange) Risk: Possible and High Impact	Risk reviewed and confirmed scoring and narrative as accurate.	Same	Yes
45. Net Carbon Zero and Ecologically positive	A2 Critical (Red) Risk: Almost Certain and High Impact	C2 Major (Orange) Risk: Possible and High Impact	Risk reviewed and confirmed scoring and narrative as accurate.	Same	No

Risk Title	Inherent Risk Score	Residual Risk Score	February 2025 Review	Trend since last report (September 2024)	Within Risk Appetite
48. Recruitment and retention	B3 Major (Orange) Risk: Likely and Medium Impact	B3 Major (Orange) Risk: Likely and Medium Impact	CET and SLT recommendation for this risk to be de-escalated to a Service level and managed through Service Risk Registers. Proposed for de-escalation.	Not applicable	Yes
50. Placements for Children Looked After	B2 Critical (Red) Risk: Likely and High Impact	B2 Critical (Red) Risk: Likely and High Impact	Risk reviewed and confirmed scoring and narrative as accurate.	Same	No

Risk Title	Inherent Risk Score	Residual Risk Score	February 2025 Review	Trend since last report (September 2024)	Within Risk Appetite
51. Economic and financial environment worsens and results in the inability to set a balanced budget.	B1 – Critical Risk: Likely / Very High Impact	C1 – Critical Risk: Possible / Very High Impact	Risk reviewed and confirmed scoring and narrative as accurate.	Same	No
52. Insufficient funding leads to withdrawal or scaling back of services, even when a balanced budget is delivered	B1 – Critical Risk: Likely / Very High Impact	B1 – Critical Risk: Likely / Very High Impact	Risk reviewed and confirmed scoring and narrative as accurate.	Same	No

Risk Title	Inherent Risk Score	Residual Risk Score	February 2025 Review	Trend since last report (September 2024)	Within Risk Appetite
53. The risk that Transformational Programmes and Major Project benefits are not fully realised.	B2 Critical (Red) Risk: Likely and High Impact	B2 Critical (Red) Risk: Likely and High Impact	Risk reviewed and confirmed scoring and narrative as accurate.	Same	No