AGENDA ITEM

**REPORT TO AUDIT &
GOVERNANCE COMMITTEE
30 JUNE 2025**

**REPORT OF DIRECTOR OF
CORPORATE SERVICES**

RISK MANAGEMENT UPDATE REPORT

SUMMARY

The purpose of this report is to inform members of the current status of the Council's strategic risks. The strategic risk register primarily focusses on the achievement of objectives over the longer-term and could take a number of years to materialise.
Assessment is based on the information currently available and is used to evaluate the potential future state of the risk and as such will be regularly reviewed as further information becomes available. The assessment of the risk should not be used as an indication of current performance as it is just one element considered as part of the wider assessment of risks, other examples include financial certainty or potential changes that may be outside of the council's control.

RECOMMENDATIONS

It is recommended that:-

1.	Members note the current position with the strategic risk register and take assurance that risks are being effectively monitored and actions are being taken to manage these risks over the long-term.
2.	Members note the changes in risk and the reasons for those changes.

DETAIL

1.	Effective risk management is a core component of effective corporate governance. It is a planning tool that can be used to evaluate future events and make effective decisions to develop mitigating actions to reduce the impact and/or probability of those risks occurring.

2.	The strategic risk register and the current status of those risks is shown below. Members are reminded that risk assessment is not a measure of actual performance. Risk management as a process is future focused and should be considered in the context of what may happen in the future. This enables actions to be taken now to mitigate those future risks.

3.	As this is a strategic risk register it covers broad themes borough wide. The implication of this is that the council are not solely responsible for mitigating actions. There may be factors outside of the council's control that impact on the current risk level and as such the council alone may not be able to completely mitigate risks.

4. A key feature the revised approach is a simplification of the way in which the current risk status is assessed. Risks are rated using a RAG rating:

- Red - Current concerns over the achievement of future objectives, actions must be developed to mitigate some of those concerns in the short-term, in order that we are able to meet future objectives.
- Amber - Concerns identified that may impact on the future achievement of objectives, actions required but these can be planned over the medium term
- Green - No current concerns

5. Since the last risk update in November 2024 there have been 2 strategic risk review sessions with CMT one in February 2025 and one in May 2025.

6. The focus of this report is to update members on changes in risk levels since November:

- 725 Risk of failure to deliver a waste service which reduces the amount of waste to Energy from Waste whilst increasing levels of recycling. Risk has reduced from Red to Amber. The primary cause of the reduction is the production of the results from the transformation review with a number of recommendations that support the MTFP and are expecting that proposed measures will increase recycling rates based on evidence from other authorities however, there are some tight deadlines for implementation.

- 559 Risk of supporting children in our care to achieve appropriate outcomes in care. Risk has reduced from Red to Amber. This has largely reduced because of downward trend in the numbers of children in care as a result of improvements in practice.

- 714 Risk of failure to effectively deliver services within agreed budget and to maintain a balanced MTFP. Risk has reduced from Red to Amber. Some good progress has been made in reducing the MTFP gap as a result of positive outcomes from the Powering our Future programme.

7. Appendix A provides a full list of strategic risks and their current status.

8. As a reminder to members the framework for assessing the current risk score is outlined below:
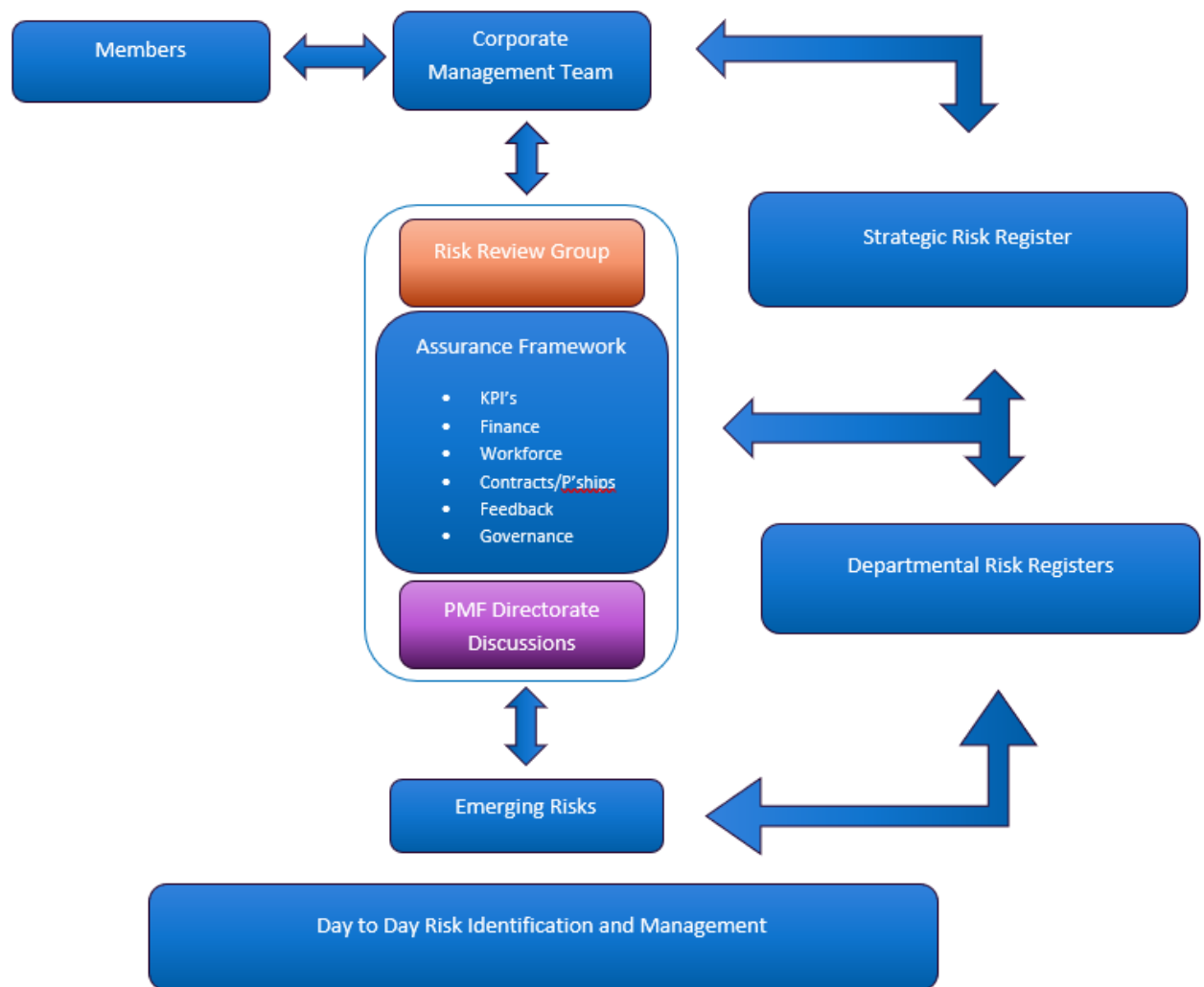
9. A revised Risk Management Strategy will be presented to members at a future meeting.

FINANCIAL AND LEGAL IMPLICATIONS
None directly

RISK ASSESSMENT
This is a summary of the Council's risk environment.

COUNCIL PLAN IMPLICATIONS
None

CONSULTATION
N/A

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Full Strategic Risk Register

Risk ID	Risk	Overall Status
599	Risk of failure to support vulnerable households to find suitable accommodation (including homelessness, care leavers, LD)	🔴 Red
742	Failure to plan and deliver large scale capital projects - Regeneration Strand	🟠 Amber
560	Risk of delivering effective strategies that support care leavers to achieve appropriate outcomes	🟠 Amber
725	Risk of failure to deliver a waste service which reduces the amount of waste to Energy From Waste whilst increasing levels of recycling.	🟠 Amber
714	Risk of failure to effectively deliver services within the agreed budget and to maintain a balanced MTFP	🟠 Amber
710	Risk of failure to effectively manage and maintain Council owned land and property assets	🟠 Amber
705	Risk of failure to effectively support our workforce to enable them to meet the challenges faced by the council and our residents	🟠 Amber
621	Risk of failure to enable a growing economy to maximise business growth	🟠 Amber
623	Risk of failure to enable effective highways and transport infrastructure	🟠 Amber
567	Risk of failure to improve outcomes that support people to live happy and healthy lives and reduce health inequalities	🟠 Amber
565	Risk of failure to manage and deliver good quality, sustainable care and support to vulnerable adults	🟠 Amber
723	Risk of failure to maximise the use of Council owned vehicles and transport assets	🟠 Amber
715	Risk of failure to operate good corporate governance	🟠 Amber
724	Risk of failure to reduce carbon emissions and contribute to reducing the impact of global warming	🟠 Amber
745	Risk of failure to retain control of local decisions regarding the built environment due to external intervention	🟠 Amber
732	Risk of failure to support those who are experiencing poverty and work with communities to reduce the impact of poverty	🟠 Amber
488	Risk of not supporting children who need help and protection	🟠 Amber
563	Risk of not supporting children with disabilities and special educational needs to maximise their potential and understand future demands	🟠 Amber
559	Risk of supporting children in our care to achieve appropriate outcomes in care	🟠 Amber
743	Failure to deliver services to support business growth through developing appropriate skills within the borough	🟢 Green
737	Risk of failure to communicate effectively with residents, communities and partners	🟢 Green
564	Risk of failure to establish and maintain safe systems of care for adults	🟢 Green
704	Risk of failure to provide robust and resilient ICT infrastructure and systems, making effective use of new/emerging technologies	🟢 Green
562	Risk of not supporting children maximise their potential in education	🟢 Green
600	Risk of people not feeling safe in their communities	🟢 Green