














**Corporate Risk Management Overview April
2026 (Appendix 1)**

1. INTRODUCTION

- 1.1 This report summarises the latest position in respect of Corporate Risk Management across the Council, providing an update on the overall Council's strategic risks, as well as some additional commentary on relevant areas of interest.
- 1.2 Previously, this report was presented alongside an update of performance indicators and an overview of capital monitoring, but this will now be featured as a separate update.

2. CORPORATE RISK REGISTER

- 2.1 The table below is a scorecard of the Council's Corporate Risks, as ratified by the Corporate Leadership Team (CLT) Team in January 2026, and further reviewed over the spring:

| | Corporate | Current Risk Score (with mitigations) | Direction of Travel | Previous Score | Target Risk |
|----|--|--|---|-----------------------|--------------------|
| 1 | The Council's Financial Position / The Economy (SRCR001) - The impact of the very challenging financial situation, and that this disproportionately impacts on the organisation, affecting the cost of providing services, the funding available to deliver them and the level of demand. | 20 |  | 25 | 15 |
| 2 | Cyber Security (SRCR0021) - The risk that ICT systems are attacked and this severely impacts on overall work and resources across the Council. | 12 |  | 12 | 9 |
| 3 | Management of Major Capital Programmes (SRCR002) - These schemes become overly expensive to run and difficult to deliver. | 12 |  | 12 | 9 |
| 4 | Impact of New Legislation / Welfare reform (SRCR 0013) - The Council fails to effectively respond to new legislation | 12 |  | 12 | 9 |
| 5 | Workforce (SRCR 0018) - Numerous challenges lead to staff morale, focus and efficiency being lowered. | 12 |  | 12 | 9 |
| 6 | Information Assets (SRCR0020) - That Information Assets are not managed in compliance with the required legislation (eg - GDPR). | 12 |  | 12 | 9 |
| 7 | Corporate Resilience (SRCR 0020B) - That the Council lacks effective BC arrangements / plans for a major incident. | 15 |  | 15 | 12 |
| 8 | Person suffers significant harm, injury or death (SRCR 0023) - A failure of the Council to take appropriate measures results in the harm of a person. | 15 |  | 15 | 12 |
| 9 | Risks posed by unregistered schools and settings (SRCR 0027b) - Risks to children here who may fail to receive the safeguarding that they need. | 16 |  | 16 | 12 |
| 10 | SEND funding (SRCR 0028) - The number of pupils continuing to require this funding increases and far exceeds available budgets. | 12 |  | 25 | 12 |
| 11 | Pressures on Temporary Accommodation (SRCR31) - The demand for TA exceeds the supply and budgets cannot cope. | 20 |  | 25 | 12 |

| Corporate | | Current Risk Score (with mitigations) | Direction of Travel | Previous Score | Target Risk |
|------------------|--|--|----------------------------|-----------------------|--------------------|
| 12 | Setting up Council owned companies (SRCR 0035) - Risk that these are not established properly and so not fit for purpose | 12 | ↔ | 12 | 9 |
| 13 | Climate Change/Climate Emergency (SRCR 0039) - That the Council is unable to deliver its extensive range of environmental commitments. | 15 | ↔ | 15 | 8 |
| 14 | Reduction in the use of residential placements. (SRCR45) - increasing pressures on looked after children arrangements / care costs. | 12 | ↔ | 12 | 12 |
| 15 | Adult Social Care Budgets (SRCR0047) - That existing ASC budgets and resources are not sufficient to meet and manage demand. | 16 | ↔ | 16 | 12 |
| 16 | Housing Property Repairs (SRCR0049) - the risk of failing to reach expected standards and following the recommendations of the Paragraph 49 report. | 16 | ↔ | 16 | 12 |
| 17 | Management of the Corporate Transformation Programme - that we have appropriate resources to realise the aims and objectives of the Programme. | 12 | NEW (01/26) | 12 | 9 |

2.2 The Scorecard provides a quarterly overview of the Council's Corporate risks. These are assessed in advance of each Audit Committee meeting and after being ratified by CLT, are updated accordingly. There is sometimes as little as two months between updates which means that scores can remain static for periods of time. This is not a reflection of a lack of dynamism within the approach, but rather the fact that high level scores are unlikely to change dramatically within short spaces of time. New risks are regularly incorporated into the Corporate Register and will always be marked as 'new'. The Scorecard will contain clear reference as to the movement (of the score) of the risk, and clarity as to the exact nature of the risk (whether it is of an internal or external nature to the Council).

2.3 In terms of this latest iteration of the (Corporate) register, there are 8 red risks and 9 amber risks. Clearly, numerous external events and influences are having a considerable impact on the Council's objectives, notably the fragile economy. Finance (with budgets being stretched to unprecedented levels and rapid increases in cost of living) has seen an intensification of pressures, which is reflected in numerous risk registers across the organisation. However, the recent (Local Government Finance) settlement has provided some more clarity about the road ahead regarding specific amounts of funding available to the Council. Therefore in the January iteration of this register, there was a slight decrease in the score for the Overall Financial Position risk. It remains red / high but the settlement provided a bit more assurance and clarity about how the organisation might progress over the next few years.

There remain risks that the tightening of the economy could worsen, further placing an increased strain on already limited resources. However, it is hoped that the measures currently in place (as detailed in the control measures included in the risk registers) and prudent financial management should provide assurance that the organisation is positioning itself as well as possible in the light of challenging circumstances. The Corporate Transformation Programme forms an important part of these latest controls, and was itself within a new risk in January.

3. FUTURE REPORTING TO AUDIT COMMITTEE

- 3.1 The reporting of the Corporate risks to the Audit Committee will continue at future meetings, on a quarterly basis. With twice yearly updates of the full Corporate Register, the next one is scheduled for June 2026, so the full details on the next review will be provided then.