

Appendix 1a - Strategic Risk Register summary

Date: 31.01.25

Risk Ref / No	Summarise risk theme and description/impact	Risk Score with existing controls	High / Medium / Low	Risk response strategy – 4T's	Target Score with further actions / controls	Risk Owner	Risk score at 30/09/24	Variance since last cycle	Total No. of high risks impacting Strategic risk	ORR risk reference No. from the ORR
SRR 1.1	Political/Legal: Volatile political and policy environment and unmanageable regulatory, legislative and national policy requirements	20	High	Treat	15	AG KA LJ RS	15	↑	5	ORR 1, 2, 18, 24 and 30
SRR 1.2	Political: Failures in integrity of local governance and decision making	8	Low	Treat	6	AO KA	8	↔	4	ORR 5, 11, 20 and 24
SRR 2.1	Economic: Economic instability and weak economy	12	Medium	Treat	9	RS	12	↔	3	ORR 1, 2 and 9
SRR 2.2	Economic: Lack of critical skills, resources and capabilities across the workforce	16	High	Treat	9	AS	16	↔	8	ORR 1, 2, 8, 10, 13, 21, 26 and 31
SRR 2.3	Economic: Financial sustainability	25	High	Treat	25	AO	25	↔	12	ORR 1, 4, 5, 6, 7, 15, 16, 17, 24, 25, 28 and 29
SRR 3.1	Socio-cultural: Growth in demand due to rising cost of living, population	25	High	Treat	15	LJ RS	25	↔	1	ORR 2

Risk Ref / No	Summarise risk theme and description/impact	Risk Score with existing controls	High / Medium / Low	Risk response strategy – 4T's	Target Score with further actions / controls	Risk Owner	Risk score at 30/09/24	Variance since last cycle	Total No. of high risks impacting Strategic risk	ORR risk reference No. from the ORR
	growth and greater complexity of need									
SRR 3.2	Socio-cultural: Less healthy and health-resilient populations. Poor health outcomes for communities.	16	High	Treat	12	LJ RH	16	↔	2	ORR 2 and 32
SRR 3.3	Socio-cultural: Inability to respond to critical housing needs Housing emergency focus.	20	High	Treat	16	RS	20	↔	1	ORR 22
SRR 3.4	Socio-cultural: Impacts arising from numbers and complexity of needs of asylum seekers and refugees	25	High	Treat	16	LJ RS	25	↔	1	ORR 23
SRR 3.5	Socio-cultural: Inability to respond effectively to tensions and issues arising from rapidly changing cultural and community dynamics Communications and misinformation etc. Build in.	12	Medium	Treat	9	AG AS LJ RS	12	↔	2	ORR 5 and 11
SRR 4.1	Technological: Disruption to technology infrastructure	15	High	Treat	15	AS	15	↔	4	ORR 12, 14, 19 and 27

Risk Ref / No	Summarise risk theme and description/impact	Risk Score with existing controls	High / Medium / Low	Risk response strategy – 4T's	Target Score with further actions / controls	Risk Owner	Risk score at 30/09/24	Variance since last cycle	Total No. of high risks impacting Strategic risk	ORR risk reference No. from the ORR
SRR 4.2	Technological: Inability to innovate and respond to new and emerging technological developments	20	High	Treat	9	AS	20	↔	0	0
SRR 4.3	Technological: Data not appropriately managed or effectively used	9	Medium	Treat	6	AS KA	9	↔	1	ORR 12
SRR 5.1	Environmental: Impacts and requirements arising from climate change	20	High	Treat	16	RS	20	↔	1	ORR 4

Risk scores:

LEVEL OF RISK	OVERALL RATING	HOW THE RISK SHOULD BE TACKLED/ MANAGED
High Risk	15-25	IMMEDIATE MANAGEMENT ACTION
Medium Risk	9-12	Plan for CHANGE
Low Risk	1-8	Continue to MANAGE

Risk owners:

AG	Alison Greenhill	LJ	Laurence Jones
AO	Amy Oliver	RH	Rob Howard
AS	Andrew Shilliam	RS	Richard Sword
KA	Kamal Adatia		