

## Appendix 1b - Strategic Risk Register summary

Date: 30.09.25

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 31/05/25	Variance since last cycle	Total No. of high risks impacting Strategic risk	ORR risk reference No. from the ORR
<b>SRR 1.1</b>	<b>Political/Legal:</b> Changing political and policy environment	20	High	Treat	15	AG KA LJ RS AS	20	↔	5	ORR 1, 2, 3, 11 and 22
<b>SRR 1.2</b>	<b>Political:</b> Failures in integrity of local governance and decision making	8	Low	Treat	6	AO KA	8	↔	4	ORR 5, 10, 20 and 22
<b>SRR 2.1</b>	<b>Economic:</b> Economic instability and weak economy	12	Medium	Treat	9	RS	12	↔	3	ORR 1, 2 and 9
<b>SRR 2.2</b>	<b>Economic:</b> Lack of critical skills, resources and capabilities across the workforce	16	High	Treat	9	AS	16	↔	7	ORR 1, 2, 8, 13, 21, 26 and 27
<b>SRR 2.3</b>	<b>Economic:</b> Financial sustainability	25	High	Treat	20	AO	25	↔	11	ORR 1, 4, 5, 6, 7, 15, 16, 17, 22, 25 and 28
<b>SRR 3.1</b>	<b>Socio-cultural:</b> Growth in demand due to rising cost of living, population growth and greater complexity of need	25	High	Treat	15	LMJ 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 31/05/25	Variance since last cycle	Total No. of high risks impacting Strategic risk	ORR risk reference No. from the ORR
<b>SRR 3.2</b>	<b>Socio-cultural:</b> Less healthy and health-resilient populations.  <b>Poor health outcomes for communities.</b>	12	Medium	Treat	12	LMJ RH	16	↓	2	ORR 2 and 24
<b>SRR 3.3</b>	<b>Socio-cultural:</b> Inability to respond to critical housing needs  <b>Housing emergency focus.</b>	20	High	Treat	16	RS	20	↔	0	
<b>SRR 3.4</b>	<b>Socio-cultural:</b> Impacts arising from numbers and complexity of needs of asylum seekers and refugees	25	High	Treat	16	LMJ RS	25	↔	0	
<b>SRR 3.5</b>	<b>Socio-cultural:</b> Growing sense of polarisation and increased appetite for social activism in the UK	12	Medium	Treat	9	AG AS LMJ RS	12	↔	2	ORR 5 and 10
<b>SRR 4.1</b>	<b>Technological:</b> Disruption to technology infrastructure	15	High	Treat	15	AS	15	↔	4	ORR 12, 14, 19 and 23
<b>SRR 4.2</b>	<b>Technological:</b> Inability to innovate and respond to new and emerging technological developments	20	High	Treat	9	AS	20	↔	0	0

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 31/05/25	Variance since last cycle	Total No. of high risks impacting Strategic risk	ORR risk reference No. from the ORR
<b>SRR 4.3</b>	<b>Technological:</b> Data not appropriately managed or effectively used	9	Medium	Treat	6	AS KA	9	↔	1	ORR 12
<b>SRR 5.1</b>	<b>Environmental:</b> Impacts and requirements arising from climate change	20	High	Treat	16	RS	20	↔	5	ORR 1, 2, 4, 10 and 22

#### 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 Mackie Jones
AO	Amy Oliver	RH	Rob Howard
AS	Andrew Shilliam	RS	Richard Sword
KA	Kamal Adatia		