
Risk Management Q3 2024/25 Report (Part I)

Committee considering report:	Governance Committee
Date of Committee:	29 April 2025
Portfolio Member:	Cllr Iain Cottingham
Date Head of Service agreed report:	1 April 2025
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PLEASE NOTE: This report presents information on the risk management-related events and activities which took place from 01 Oct to 31 Dec 2024. Therefore, they were conducted in accordance with the Risk Management Strategy in place for most of that reporting period. As the Council's new Risk Management Strategy was approved on 12 December 2024, its adoption will start to be reflected in the upcoming 2024-2025 Q4 report.

1. Purpose of the Report

To highlight the corporate risks (as at the end of December 2024) that need to be considered by Corporate Board and the Governance Committee and to outline the actions that were taken to mitigate those risks.

To inform the following changes to the Corporate Risk Register in this last quarter (**Error! Reference source not found.**):

- One financial risk currently rated at the highest level of 16.
- One asset-related risk whose rating was reduced from 12 to 9 and one risk related to Personal / Staff / Customer, whose rating was changed from 12 to 6.
- The escalation of a new risk to the Corporate Risk Register, relating to personal/staff/customer, rated at 8.
- The closure of one asset-related risk by the Corporate Board

2. Recommendation(s)

- a) That the Governance Committee be informed of the current (December 2024) position and actions undertaken to minimise the impact for existing **22 risks** on the Corporate Risk Register (CRR), as a result of one new risk being escalated and no risks being de-escalated from the Corporate Register during the reporting period.
- b) That the Governance Committee be informed of the **recent publication of the 2025 National Risk Register** by HM Government (published 16 January 2025,

available at [National Risk Register - 2025 edition](#)), which should henceforth be taken into consideration by Directors, Heads of Service and other risk managers at the West Berkshire Council when conducting the assessment of risks.

3. Implications and Impact Assessment

Implication	Commentary			
Financial:	None directly, although the Corporate Risk Register at Appendix C highlights the source of a number of pressures.			
Human Resource:	None directly, although the Corporate Risk Register at Appendix C highlights the source of a number of potential issues.			
Legal:	None directly, although the Corporate Risk Register at Appendix C highlights the source of a number of potential issues.			
Risk Management:	The report outlines the key risks that Corporate Board are monitoring / managing at present.			
Property:	None directly, although the Corporate Risk Register at Appendix C highlights the source of a number of potential issues.			
Policy:	There are no policy implications associated with this report.			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		x		
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		x		
Environmental Impact:		x		

Health Impact:		x		
ICT or Digital Services Impact:		x		
Council Strategy Priorities or Business as Usual:	x			Risk management activities support the delivery of the objectives relevant to the Council Strategy priorities and other business as usual areas.
Data Impact:		x		
Consultation and Engagement:	The report is based on the updated Service Risk Registers provided by Service Directors. The updating of the Service Risk Registers includes a requirement that changes are discussed at the relevant Directorate Management Team meetings and approved by relevant Portfolio Holder. Corporate Management Team receives a copy of this report.			

4. Executive Summary

- 4.1 This report summarises a range of information relating to the Corporate Risk Register (CRR) and analyses any developments and emerging risks. It updates the Governance Committee on key issues and actions that they should be aware of.
- 4.2 The table below summarizes the 21 risks currently in the Corporate Risk Register, indicating their variation in rating, if any.

No.	Nature of Risk	Q2 Rating	Current Rating
1	Financial	12	12
2	Financial	16	16
3	Assets (Physical & Information)	12	9
4	Reputational	12	12
5	Financial	12	12
6	Financial	12	12
7	Reputational	12	12
8	Personal / Staff / Customer	6	6
9	Reputational	12	12
10	Financial	12	12
11	Personal / Staff / Customer	12	12
12	Personal / Staff / Customer	9	9
13	Reputational	9	9
14	Financial	9	9
15	Personal / Staff / Customer	9	9
16	Financial	9	9
17	Reputational	9	9
18	Personal / Staff / Customer	8	8
19	Reputational	8	8
20	Reputational	12	12
21	Personal / Staff / Customer	NEW	8

Table 1. All 22 risks from the Corporate Risk Register as of 31 December 2024 (Q3 2024/2025)

- 4.3 The new **Risk Management Strategy** was approved by the Executive on **12 December 2024**. Its rollout is planned to start taking place in Q4, with the delivery of **three training sessions**. Therefore, it is important to note that **the assessment of risks presented in this report still reflects the criteria and directives of the Risk Management Strategy 2021 – 2024**, whose thresholds may be found in Appendix A.

5. Supporting Information

Introduction

- 5.1 This is the quarter 3 (Q3) assurance report for 2024/25 that the Governance Committee an overview of new risks and provides an update on the previously reported strategic risks, including if there are any proposed for de-escalation to service or directorate risk registers.

- 5.2 The Corporate Risk Register (CRR) available from the integrated system ([Corporate Risk Register \(inphase.com\)](https://www.inphase.com)) and also from Appendix C) is designed to summarise all major risks escalated by Directors and Heads of Service for action or active monitoring at corporate level.
- 5.3 The method used to score risks, including with reference to the risk appetite for the Council, is detailed as part of the Risk Management Strategy 2021 – 2024 (available from <https://www.westberks.gov.uk/policies#Corporate-wide%20strategies>).

Risks on the Corporate Risk Register

- 5.4 The main changes to the CRR are illustrated in the **Heat Map** (Figure 1) and list with the reference for each risk below (**Error! Reference source not found.**). The risks are ranked based on the *current* (Q3, as of 31 December 2024) risk score.

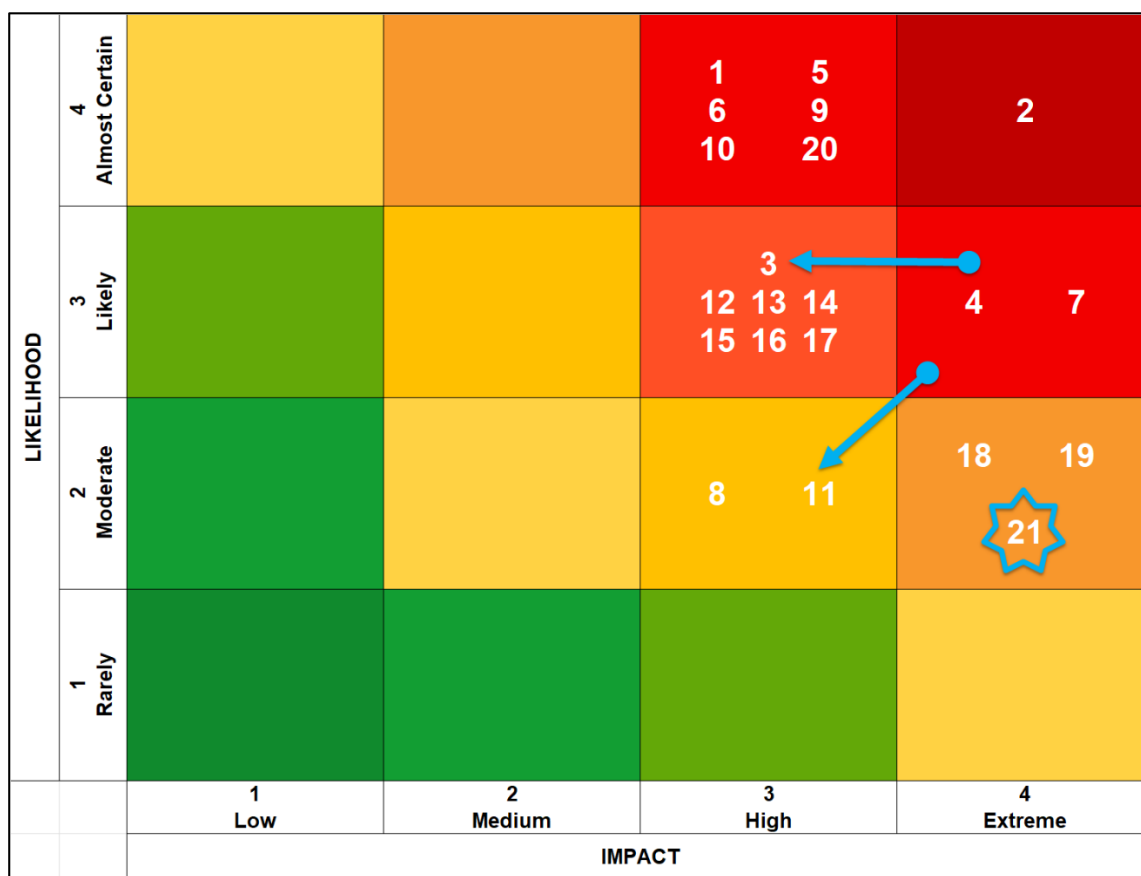


Figure 1. Corporate Risk Register - Heat Map (arrows=change in rating; circle=risk newly escalated to CRR)

No.	Primary Risk Category
1	Financial
2	Financial
3	Assets (Physical & Information)
4	Reputational
5	Financial
6	Financial
7	Reputational
8	Personal / Staff / Customer
9	Reputational
10	Financial
11	Personal / Staff / Customer
12	Personal / Staff / Customer
13	Reputational
14	Financial
15	Personal / Staff / Customer
16	Financial
17	Reputational
18	Personal / Staff / Customer
19	Reputational
20	Reputational
21	Personal / Staff / Customer

Figure 2. References for risks in the CRR's Heat Map

- 5.5 In accordance with the Risk Management Strategy, all risks owners update and provide information on each of their risks. The table below displays **any updates provided by the risk owners on the risks part of the Corporate Risk Register as of 31 December 2024 (end of Q3)**.

No. (New / Remove)	Primary Risk Category	SCORE				Target Score
		Change Q2 – Q3	End of Q1	End of Q2	End of Q3	
New Risks						
21	Personal/ Staff / Customer	n/a	n/a	n/a	8	4
Ongoing Risks						
1	Financial	↔	12	12	12	6
2	Financial	↔	12	16	16	4
3	Assets (Physical & Information)	↓	12	12	9	6
4	Reputational	↔	12	12	12	4
5	Financial	↔	12	12	12	9
6	Financial	↔	12	12	12	16
7	Reputational	↔	12	12	12	4

No. (New / Remove)	Primary Risk Category	SCORE				Target Score
		Change Q2 – Q3	End of Q1	End of Q2	End of Q3	
8	Personal / Staff / Customer	↔	12	6	6	1
9	Reputational	↔	12	12	12	8
10	Financial	↔	12	12	12	6
11	Personal / Staff / Customer	↓	12	12	6	4
12	Personal / Staff / Customer	↔	9	9	9	6
13	Reputational	↔	9	9	9	6
14	Financial	↔	9	9	9	9
15	Personal / Staff / Customer	↔	9	9	9	9
16	Financial	↔	9	9	9	6
17	Reputational	↔	9	9	9	4
18	Personal / Staff / Customer	↔	8	8	8	6
19	Reputational	↔	8	8	8	6
20	Reputational	n/a	-	12	12	8
Closed risk						
Assets (Physical & Information)		↔	16	16	16	16

Analysis – the number of risks on the CRR, risks escalated and de-escalated

5.6 The number of risks on the Corporate Risk Register, new risks escalated, and risks de-escalated each quarter are highlighted in the following table:

	2022/23			2023/24				2024/25			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total Number of Risks, including:	18	17	14	15	16	18	17	21	21	21	

New	1	1	0	4	1	3	2	4	1	1	
To de-escalate	0	2	3	3	0	1	3	0	0	0	

Analysis – horizon scanning

- 5.7 Regional Risk Register - At regional level, the Community Risk Register for Thames Valley includes a number of risks identified in December 2022. Directors and Heads of Service have been reminded about considering this in the local risk assessment process. The register can be accessed from this link: http://www.thamesvalleylrf.org.uk/_assets/risk%20register/tvlrf%20risk%20register%20oct%202016.pdf
- 5.8 **National Risk Register** - At national level, HM Government recently published an updated version of the National Risk Register, the 2025 Edition. Directors and Heads of Service should consider this in the local risk assessment process. The National Risk Register can be accessed from this link: [National Risk Register - 2025 edition](#). More information on the document can be found in item 5.12.

Other assurance work

- 5.9 The new **Risk Management Strategy** was approved by the Executive on 12 December 2024. Its rollout is planned to start taking place in Q4, with the delivery of **three training sessions** - two in-person and one online, the latter recorded and made available to newcomers and those who were not able to attend the training sessions.

New National Risk Register

- 5.10 It is important to note the **recent publication of the 2025 National Risk Register** by HM Government (published 16 January 2025, available at [National Risk Register - 2025 edition](#)), which should henceforth be taken into consideration by Directors, Heads of Service and other risk managers at the West Berkshire Council when conducting the assessment of risks.
- 5.11 The National Risk Register (NRR) is the external version of the National Security Risk Assessment (NSRA), which is the government's assessment of the most serious risks facing the UK.
- 5.12 The risks that meet the threshold for inclusion in the NRR would have a substantial impact on the UK's safety, security and/or critical systems at a national level. The NRR includes information about 89 risks, within 9 risk themes – although several risks could be categorised under more than one theme. It assesses the likelihood and impact for each of them.
- 5.13 The themes under which risks are organised are:
- Terrorism
 - Cyber
 - State Threats

- Geographic and diplomatic
- Accidents and systems failures
- Natural and environmental hazards
- Human, animal and plant health
- Societal
- Conflict and instability

5.14 As previously mentioned, Directors and Heads of Service should consider the NRR in the local risk assessment process, devoting special attention to the changes made since its previous version (2023). The image below was retrieved from the new document, and it highlights the key changes made.

Table 1: Key changes to the National Risk Register since the last version (published August 2023)	
Risk	Description of change
Cyber attack: health and social care system	Scenario has been updated
Cyber attack: transport sector	Scenario has been updated
Conventional attack on infrastructure (combined score on the matrix – average of multiple scenarios)	Likelihood score has changed from a 4 to a 3
Disruption of Russian gas supplies to Europe	Scenario has been updated
Disruption to global oil trade routes	Likelihood score has changed from a 2 to a 3
Failure of gas supply infrastructure	Scenario has been updated
Malicious drone incident	Matrix has been removed from this version
Volcanic eruption	Variations have been updated
Wildfire	Variations have been updated
Animal disease: major outbreak of highly pathogenic avian influenza	Variations have been updated
Animal disease: major outbreak of African swine fever	Impact score has changed from a 2 to a 3

Figure 3. Key changes to the NRR since its last version (published in 2023)

6. Conclusion

- At the end Q3, the updates to the risk register show little change to the risk landscape, with risk owners pointing to the persistence of pressure factors.
- One risk currently rated at the highest level of 16, of financial nature.
- Two risks had their rating reduced:
 - One related to assets (Physical & Information), had its **rating reduced from 12 to 9**, following mitigation actions taken by the service.
 - One related to Personal / Staff / Customer had its **rating reduced from 12 to 6** following improvements observed in the situation.
- One new risk was escalated to the Corporate Risk Register, categorised a risk related to Personal / Staff / Customer and rated 8.
- One asset-related risk was closed by the Corporate Board.

- 6.6. The other risks on the CRR show that there were a number of issues that continued to pose a potential risk to the Council, and these have been detailed in the Part II of this report including the updates on mitigation actions.

7. Appendices

7.1 Appendix A – Equalities Impact Assessment

7.2 Appendix B – Data Protection Impact Assessment

7.3 Appendix C – Risk Thresholds for West Berkshire Council (According to Risk Management Strategy 2021-2024)

Background Papers:

[Risk Management Strategy 2021-2024](#)

[Risk Management Strategy 2024-2027 \(as approved by the Executive on 12 December 2024\)](#)

Subject to Call-In:

Yes: ☐ No: ☒

The item is due to be referred to Council for final approval ☐

Delays in implementation could have serious financial implications for the Council ☐

Delays in implementation could compromise the Council's position ☐

Considered or reviewed by Overview and Scrutiny Management Commission or associated Task Groups within preceding six months ☐

Item is Urgent Key Decision ☐

Report is to note only ☒

Wards affected: All

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