
Risk Management Q4 2024/25 Report – Part I

Committee considering report:	Governance Committee
Date of Committee:	30 September 2025
Portfolio Member:	Cllr Iain Cottingham
Report Author:	Beatriz Teixeira – Performance, Research and Consultation Manager

1. Purpose of the Report

- 1.1 To highlight the corporate risks (as at the end of March 2025) that need to be considered by the Governance Committee.
- 1.2 To provide assurance that key actions were undertaken in the last quarter concerning risk management, with a particular focus on the implementation of the new risk management strategy approved on 12 December 2024. Notably, this is the first report to adopt the methodology introduced by the new strategy. Among the most significant changes is a shift in how risks are assessed: the previous 4x4 risk matrix has been replaced with a 5x5 matrix, allowing for a more granular evaluation of risk levels.
- 1.3 To note that, as previously acknowledged, the change in methodology means that results from this report are not directly comparable with those from earlier periods. Consequently, this report does not include a summary of changes in risk ratings as such comparisons would be misleading.
- 1.4 Full details of the risks presented in this report—specifically, those included in the corporate risk register that have been reviewed and had their scores updated in accordance with the new methodology and are detailed for this committee in a part II report.
- 1.5 The submission of a part II report is due to the presence of exempt information, in accordance with Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the [Local Government \(Access to Information\)\(Variation\) Order 2006](#). [Rule 8.10.4 of the Constitution also refers](#). More specifically, information relating to:
 - financial/business affairs of particular person
 - legal privilege
 - proposed action to be taken by the Local Authority

2. Recommendation(s)

- a) That the Governance Committee be informed of the current (as of 31 March 2025) position for existing **16 risks** on the Corporate Risk Register (CRR).
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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

- 4.6 This report summarises a range of information relating to the Corporate Risk Register (CRR).
- 4.7 The table below summarizes the **16 risks** currently in the Corporate Risk Register.

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Directorate	Nature of Risk	Current Score	Current Rating
Resources	Financial loss	20	Extreme
People (Children)	Financial loss	16	Extreme
Place	Compliance (litigation, regulatory, contract)	16	Extreme
Place	Compliance (litigation, regulatory, contract)	16	Extreme
Resources	Assets (Physical & Information)	15	Extreme
Place	Reputation	12	Medium-High
Place	Compliance (litigation, regulatory, contract)	12	Medium-High
Place	Personal, Staff or Customer	12	Medium-High
People (Children)	Personal, Staff or Customer	10	Medium-High
People (Children)	Personal, Staff or Customer	9	Medium-High
People (Children)	Personal, Staff or Customer	9	Medium-High
People (Children)	Personal, Staff or Customer	9	Medium-High
People (Children)	Reputation	9	Medium-High
Place	Personal, Staff or Customer	9	Medium-High
Place	Personal, Staff or Customer	9	Medium-High
Resources	Financial loss	9	Medium-High
People (Adults)	Financial loss	8	Medium-High

4.8 The risk register lists a total of **16 risks**. The distribution of risks by rating is as follows: **5 Extreme** and **13 High**. In terms of primary risk categories **6 related to Personal, Staff or Customer**; **4 to Financial loss**; **3 to Compliance (Litigation, Regulatory, Contract)**; **2 to Reputation**; and **1 to assets (physical and information)**.

5. Supporting Information

5.1 This is the Q4 assurance report for 2024/25 that the Governance Committee an overview of risks and provides an update on the previously reported strategic risks.

- 5.2 It is worth noting that at the end of Q3 2024/25, there were 22 risks recorded in the corporate risk register. However, due to the adoption of a new methodology and the broader nature of the review process undertaken by many teams, this report does not attempt to draw direct comparisons with the previous register. In many cases, risk owners used this opportunity not only to reassess scoring but also to revise how risks are described and structured within the register. As such, this report should be viewed as presenting a refreshed and redefined corporate risk register, rather than a continuation of the previous one. Any variation observed after the reporting period will be reflected in the 2025/2026 Q1 report.

6. Corporate Risk Register Heat Map

- 6.1 The Corporate Risk Register (CRR) is designed to summarise all major risks escalated by Directors and Heads of Service for action or active monitoring at corporate level.
- 6.2 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 2024-2027 (available from [2024-12-12 Risk Management Strategy 2024-2027 Approved by Executive.pdf](#)).
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Risks on the Corporate Risk Register

5.1 The status of the CRR is illustrated in the **Heat Map** and list with the reference for each risk below. The risks are ranked based on the *current* (Q4, as of 31 March 2025) risk score.

IMPACT	5 Critical	Moderate	High 9	Extreme 5	Extreme	Extreme 1
	4 Major	Moderate	High	High	Extreme 2 4 3	Extreme
	3 Medium	Low	Moderate	High 10 12 14 11 13 15	High 6 7 8	Extreme
	2 Minor	Low	Moderate	Moderate	High 16	High
	1 negligible	Low	Low	Low	Moderate	Moderate
		1 Rare	2 Unlikely	3 Likely	4 Almost certain	5 Certain
LIKELIHOOD						

#	Risk Name
1	Financial loss
2	Financial loss
3	Compliance (litigation, regulatory, contract)
4	Compliance (litigation, regulatory, contract)
5	Assets (Physical & Information)
6	Reputation
7	Compliance (litigation, regulatory, contract)
8	Personal, Staff or Customer
9	Personal, Staff or Customer
10	Personal, Staff or Customer
11	Personal, Staff or Customer
12	Reputation
13	Personal, Staff or Customer
14	Personal, Staff or Customer
15	Financial loss
16	Financial loss

7. Horizon Scanning and Risk Management Updates

- 7.1 **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](#).
- 7.2 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
- 7.3 As part of the rollout of the new Risk Management Strategy, **three training sessions** were delivered to support risk owners in understanding and applying the updated approach. These sessions provided an opportunity for participants to familiarise themselves with the new methodology, clarify key definitions related to risk management, and ensure a shared understanding across the Council. The training also served as a platform for discussion and alignment on how risks should be assessed and recorded under the revised framework.
- 7.4 In addition to the strategy itself, the training introduced the **new corporate risk register tool**, which is now hosted on Microsoft Teams rather than the previous InPhase platform. Each directorate has access to its own live risk register, which can be updated at any time. This ensures that both the risk management team and individual service areas have real-time visibility of risk information. Early feedback from users has been very positive, with many highlighting the tool's ease of use and accessibility. While enhancements are still being made, the transition has already delivered significant value—replacing a third-party system that previously cost over **£20,000 per year** with an in-house solution developed by the **Performance, Research and Consultation Team**, in collaboration with **ICT**, using existing Microsoft tools and licences at no additional cost. The development was further strengthened by the support and shared experience of **Bracknell Forest Council**, who generously provided insights from their own implementation of Microsoft-based solutions for performance and risk management.

8. Conclusion

- 8.1 The corporate risk register currently includes **16 risks**, all of which have been assessed using the new 5x5 risk matrix introduced as part of the updated Risk Management Strategy.
- 8.2 This report marks the formal presentation of the **new corporate risk register**, developed and implemented as part of the successful rollout of the **new Risk Management Strategy**. The strategy has now been fully embedded across the organisation, with three dedicated training sessions delivered to risk owners. These sessions not only introduced the new methodology but also served as a valuable opportunity to refresh and align understanding of core risk management principles. The result is a more consistent, transparent, and robust approach to identifying, assessing, and managing risk across all directorates.
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8.3A key component of this process has been the introduction of a **new risk register tool**, now hosted on Microsoft Teams. Although improvements are still ongoing, the tool is already **fully functional** and has been successfully adopted by risk owners, who have provided **positive feedback** on its usability and accessibility. Developed in-house by the **Performance, Research and Consultation Team** in partnership with **ICT**, this solution replaces the previous third-party system, delivering significant cost savings—over **£20,000 per year**—while enhancing real-time visibility and ease of updates.

Background Papers:

[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	<input type="checkbox"/>
Delays in implementation could have serious financial implications for the Council	<input type="checkbox"/>
Delays in implementation could compromise the Council's position	<input type="checkbox"/>
Considered or reviewed by Overview and Scrutiny Management Commission or associated Task Groups within preceding six months	<input type="checkbox"/>
Item is Urgent Key Decision	<input type="checkbox"/>
Report is to note only	<input checked="" type="checkbox"/>

Officer details:

Name: Beatriz Teixeira
Job Title: Performance, Research and Consultation
Tel No: 01635 519102
E-mail Address: beatriz.teixeira1@westberks.gov.uk
