

This report is public	
Risk Monitoring Report Quarter 1 2026-27	
Committee	Audit & Governance Committee
Date of Committee	30 September 2026
Portfolio Holder presenting the report	Leader of the Council and Portfolio Holder for Strategic Leadership, Councillor Lesley McLean
Date Portfolio Holder agreed report	11 August 2026
Report of	Head of Chief Executive's Office

Purpose of report

To update the committee on how well the council is managing its Strategic Risks.

1. Recommendations

The Audit and Governance Committee resolves:

- 1.1 To note the Risk Monitoring Report for Quarter 1 2026 – 27.

2. Executive Summary

- 2.1 The Corporate Risk Register is reviewed by the Corporate Leadership Team and Executive Committees every quarter; however, this is a live document and therefore is updated as and when required, to ensure risk is managed effectively.

Implications & Impact Assessments

Implications	Commentary
Finance	There are no financial and resource implications arising directly from this report. Joanne Kaye, Head of Finance, 23 July 2026
Legal	Appendix 1 to this report highlights identified areas of legal and governance risk which are monitored on an on-going basis. There are no legal implications arising directly from this report. Denzil – John Turbervill, Head of Legal Services, 23 July 2026

Risk Management	This report contains a full update with regards to the council's risk position at the end of Quarter 1 2026-27. Celia Prado-Teeling, Performance & Insight Team Leader, 23 July 2026
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Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact		x		There are no direct equalities and inclusion implications because of this report. Celia Prado-Teeling, Performance & Insight Team Leader, 23 July 2026
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 has an impact upon the lives of people with protected characteristics, including employees and service users?		x		
Climate & Environmental Impact		x		
ICT & Digital Impact		x		
Data Impact		x		
Procurement & subsidy		x		
Council Priorities	Not applicable			
Human Resources	Not applicable			
Property	Not applicable			
Consultation & Engagement	Not applicable			

Supporting Information

3 Background

- 3.1 The Council conducts regular reviews to identify risks at the earliest opportunity so that it can assess and mitigate them as soon as possible. Risks that may affect the Council's performance, and particularly, in its ability to deliver its corporate priorities, are captured in its Corporate Risk Register.
- 3.2 This is the first report to be presented following the implementation of the new Risk Strategy, which was approved by this Committee in November 2025 and formally embedded across the Council from April 2026. The revised approach introduces a new weighted risk matrix and a more comprehensive, transparent and user-friendly Corporate Risk Register, strengthening the Council's ability to identify, assess and manage strategic risks effectively.

4 Details

- 4.1 The Council maintains a Corporate Risk Register, which contains Strategic risks that could be significant in size and duration and could potentially impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities. The Corporate Leadership Team reviews the Leadership Risk Register quarterly; however, this is a live document that gets updated as and when required.
- 4.2 Current higher-rated risks include one high-risk area (**C05A**) and several medium-risk areas (**C01, C03, C04, C09, C13, C14 and C16**), with ratings largely reflecting their potential organisational impact. Appropriate mitigating actions are in place across them all to reduce the potential severity of the impact, and controls are established to prevent the probability of the risk event happening.
- 4.3 There was one score change within the register during Quarter 1 2026/27, **C07 Emergency Planning** increased its score from 6 (Low) to 9 (moderate). One new risk has been added to the Corporate Risk Register **C05A Planning Applications for Major Development**, to manage risks associated with the Minister of State for Housing and Planning designation relating to the determination of major planning applications. Please find details on the risk which score changed below:
 - **Risk name** - C07 - Emergency Planning (EP)
 - **Risk Owner:** Kristian Aspinall / **Risk Manager:** Tim Hughes
 - **Comments from the service:** The OCC Joint Resilience Team arrangements will continue into 2026/27. Emergency Plans are scheduled for review and refresh during 2026 and will be updated on a prioritised basis. The approach to resourcing the Duty Director rota for Strategic and Tactical (Gold/Silver) response roles is currently under

review. A report has been shared with the Corporate Leadership Team (CLT) highlighting the need for additional resource and recommending that the strategic response rota be staffed solely by Executive Directors and above, ensuring the appropriate level of seniority across response functions. Training requirements for all relevant roles are also being reviewed and updated. Efforts to deliver an in-house exercise during 2026 have been unsuccessful due to competing operational demands on staff time, resulting in an increased risk position as training has been provided but has not yet been validated through exercising. The Incident Management Framework (IMF) has been updated accordingly.

4.4 The overall position at the time of running this report of all corporate risks is as follows:

		Impact				
		1 Negligible	2 Minor	3 Moderate	4 Significant	5 Severe
Likelihood	5 Very Likely			C04	C05A	
	4 Likely			C17	C01	
	3 Possible			C02, C07, C15	C03, C09, C13, C14, C16	C10
	2 Unlikely			C06, C12	C08, C11	
	1 Very Unlikely					

Figure 1: Risk scorecard showing the risk scores in the Corporate Risk Register for Quarter 4 2025-26

4.5 Please find below the list of all risks and scores. Additionally, the full Corporate Risk Register is available in Appendix 1.

Risk	Scoring	Direction of risk
C05A - Planning Applications for Major Development	Very High	NEW
C01 - Financial resilience	High	↔
C03 - CDC Local Plan	High	↔
C04 - Five-Year Housing Land Supply	High	↔
C10 - Cyber Security	High	↔
C14 - Corporate Governance	High	↔
C16- Workforce Strategy	High	↔
C09 - Health and safety	High	↔
C13 - Financial sustainability of third-party suppliers and contractors	High	↔
C02 - Statutory functions	Moderate	↔
C08 - Safeguarding the Vulnerable – Operational and partnership action	Moderate	↔
C11 - Safeguarding the vulnerable- Internal procedures	Moderate	↔
C17 - Local Government Reorganisation	Moderate	↔
C07 - Emergency Planning	Moderate	↑
C15 - Monitoring and management of Major Infrastructure Projects and Programmes	Moderate	↔

C06 - Business Continuity	Low	↔
C12 - Sustainability of Council owned companies and delivery of planned financial and other objectives	Low	↔

5 Alternative Options and Reasons for Rejection

5.1 The following alternative options have been identified and rejected for the reasons set out below.

Option 1: No alternative options have been identified as this report is for information only.

6 Conclusion and Reasons for Recommendations

6.1 This report provides an update on how well the council is managing its strategic risks as at the end of Quarter 1 of financial year 2026-27.

Decision Information

Key Decision	N/A
Subject to Call in	N/A
If not, why not subject to call in	N/A
Ward(s) Affected	All

Document Information

Appendices	
Appendix 1	Corporate Risk Register Quarter 1 2026-27
Background Papers	None
Reference Papers	None
Report Author	Celia Prado-Teeling, Performance Team Leader
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Executive Director Approval (unless Executive Director or Statutory Officer report)	Kaimi Ithia, Head of the Chief Executive's Office 29 July 2026