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| COMMITTEE: | Cabinet |
| MEETING DATE: | 10 March 2026 |
| BY: | Depute Chief Executive – Children & Communities |
| REPORT TITLE: | Risk Management Strategy 2026-28 |
| REPORT STATUS: | Public |

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1 PURPOSE

- 1.1 To present to Council the Risk Management Strategy (Appendix 1) for approval.

2 RECOMMENDATIONS

- 2.1 It is recommended that Cabinet approves the Risk Management Strategy and in doing so, the Cabinet is asked to note that this is a live document which will be reviewed by the Corporate Risk Management Group.

3 BACKGROUND

- 3.1 The strategy provides a comprehensive framework that will help embed effective management of risk. Key elements of the strategy are:

- Risk Management Philosophy, Objectives and Standard Procedures
- Structural Arrangements and Responsibilities
- Monitoring and Reviewing Risk Management Activity
- Implementation, Communication and Review

- 3.2 The Strategy was last revised in 2023. The Corporate Risk Management Group has revised the strategy and made amendments to take account current best practice. The revised strategy is attached in full as Appendix 1.

4 POLICY IMPLICATIONS

4.1 In approving this report the Council will be ensuring that risk management principles, as detailed in the Corporate Risk Management Strategy are embedded across the organisation.

5 RESOURCE IMPLICATIONS

5.1 Finance: There are no direct financial implications associated with approving the revised strategy although it is anticipated that implementation may give rise to improvement measures which may themselves have financial implications.

5.2 Human Resources: There are no immediate implications.

5.3 Other (e.g. Legal/IT): Effective implementation of this strategy will require the support and commitment of those identified within the strategy to have specific responsibilities.

5.4 Risk: There are no risks anticipated with this strategy.

6 INTERGRATED IMPACT ASSESSMENT

6.1 Select the statement that is appropriate to your report by placing an 'X' in the relevant box.

An Integrated Impact Assessment screening process has been undertaken, and the subject of this report does not affect the wellbeing of the community or have a significant impact on: equality and human rights; tackling socio-economic disadvantages and poverty; climate change, the environment and sustainability; the Council's role as a corporate parent; or the storage/collection of personal data.

or

The subject of this report has been through the Integrated Impact Assessment process and impacts have been identified as follows:

| Subject | Impacts identified (Yes, No or N/A) |
|-------------------------------------|-------------------------------------|
| Equality and human rights | N/A |
| Socio-economic disadvantage/poverty | N/A |

| Subject | Impacts identified (Yes, No or N/A) |
|---|--|
| Climate change, the environment and sustainability | N/A |
| Corporate parenting and care-experienced young people | N/A |
| Storage/collection of personal data | N/A |
| Other | N/A |

[Enter information on impacts that have been identified]

The Integrated Impact Assessment relating to this report has been published and can be accessed via the Council's website:

https://www.eastlothian.gov.uk/info/210602/equality_and_diversity/12014/integrated_impact_assessments

7 APPENDICES

7.1 Appendix 1 – Risk Management Strategy 2026 – 2028

8 BACKGROUND PAPERS

8.1 None

9 AUTHOR AND APPROVAL DETAILS

Report Author(s)

| | |
|--------------------|---|
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Head of Service Approval

| | |
|---|---------------------|
| Name | Eamon John |
| Designation | Head of Communities |
| Confirmation that IIA and other relevant checks (e.g. finance/legal) have been completed | Yes |
| Approval Date | 23/02/2026 |

Risk Management Strategy 2026 - 2028

February 2026

East Lothian Council
Authored by: Lee Wright



Introduction

East Lothian Council delivers a comprehensive range of services to support the local community and visitors to the area. In fulfilling this, the Council operates within a complex environment where strategic and operational hazards are inherent. These hazards, along with the associated risks, are diverse and multifaceted, reflecting the breadth of services provided and the dynamic nature of community needs. Effective risk management is therefore essential to ensure the safety, resilience, and continuity of services delivered.

East Lothian Council defines risk as the possibility that an event or action could negatively impact the Council's ability to achieve its objectives and successfully implement its strategies.

Risk management is the systematic process of identifying, analysing, addressing, and monitoring risks that may affect the organisation. It is a core component of the Council's internal controls and corporate governance arrangements.

Embedding a strong risk management culture and integrating risk practices into all aspects of service delivery is critical to achieving best value and fulfilling the Council's vision of making East Lothian an outstanding place to live, work, and visit. When risks are effectively managed, their impact can be minimal. However, poor or absent risk management can lead to significant and highly visible consequences. Robust risk management is therefore essential to prevent such failures and to ensure consistent, high-quality performance.

Policy Statement

The Elected Members and Chief Officers of East Lothian Council are committed to fostering a culture that encourages all staff to innovate, enhance performance, and achieve their objectives safely, effectively, and efficiently. This is achieved through the consistent application of proven methodologies for identifying and managing risks.

Through this approach, the Council seeks to maximise opportunities to:

- Attain high standards of performance
- Deliver high-quality services to service users
- Provide a safe and compliant working environment for employees
- Safeguard assets and liabilities against potential losses
- Reduce uncertainty in achieving organisational goals and objectives

Scope

While the Chief Executive retains overall accountability for risk management, the Head of Communities is responsible for implementing an effective and robust risk management framework. This responsibility is supported by the Emergency Planning and Resilience Team, whose role is to co-ordinate, integrate, and oversee the risk management arrangements. They ensure that risk management principles are embedded throughout the Council's operations and provide guidance and support to maintain a consistent and proactive approach.

The Council has designated the Corporate Risk Management Group, chaired by the Head of Communities, as the lead body responsible for overseeing the development, implementation, and ongoing maintenance of risk management across all services. All identified risks will be documented within the appropriate register, whether at the corporate level or within service-specific registers.

Corporate risks are those that have the potential to affect East Lothian Council as a whole in achieving its policies and corporate objectives. These risks typically require strategic leadership and oversight, for example, risks associated with the Council Plan or the Financial Strategy. Service-level risks may also be recorded in the Corporate Risk Register where they impact multiple services or demand significant central resources to develop and implement effective control measures.

Service risks are those that may affect the delivery of individual services or the experience of those involved in providing or receiving them. This includes staff, partners, contractors, volunteers, as well as members of the public and clients who rely on the services offered.

Risk Analysis and Appetite

The Council maintains an overarching risk appetite framework to ensure that both corporate and service-level risks are managed in accordance with the level and type of risk the Council is prepared to accept in order to achieve its objectives and deliver services effectively.

Perceptions of risk severity can vary across different levels of seniority and among individuals or groups. These differences are influenced by factors such as knowledge, understanding, and prior experience. The Council's Emergency Planning and Resilience Team will, as far as reasonable possible, ensure consistency in risk identification and scoring across the Council's risk registers.

The Council's risk appetite may change in response to significant external factors. For example, during the COVID-19 pandemic, the Council was required to accept higher levels of risk beyond its approved appetite ranges in order to operate within the constraints of new national legislation and guidance.

Our risk appetite reflects the Council's intention to reduce all risks to at least a medium level over time. Beyond this sits our risk tolerance, which defines the level of risk that is deemed unacceptable. In such cases, we will take action to bring the risk within our defined appetite. As a Council, we are not prepared to accept risks that could result in significant adverse consequences for the achievement of our objectives.

All risks will be assessed based on their potential impact on the Council and its services, as well as the likelihood of occurrence. This assessment will categorise risks as Low, Medium, High, or Very High. The Council's approach to risk appetite in relation to adverse risks is as follows:

- Low risk – broadly acceptable without further action to prevent or mitigate.
- Medium risk – tolerable with cost-effective control measures in place.
- High risk – may be tolerable provided the Council is assured that robust and effective controls are implemented, and that these are proportionate and cost-effective.
- Very High risk – unacceptable; action must be taken to reduce, transfer, or otherwise treat the risk to a more acceptable level.

Risk Registers

Corporate Risk Register

The Corporate Risk Register (CRR) is produced and managed by the Emergency Planning and Resilience Team and identifies risks that have the potential to affect the business activities of more than one council service.

Service Risk Registers

Service Risk Registers are managed by the Emergency Planning and Resilience Team to present risks that could impact on the business operations of a single service. Each service area has an associated risk register as per the below:

Education

Children's Services

Health and Social Care Partnership

Housing

Communities

Development

Infrastructure

Corporate Support

Finance

Civil Protection Risk Register

The ELC Civil Protection Risk Register (CPRR) is a separate document which dovetails with the National Security Risk Register and the Scottish Risk Register. The CPRR contains the civil protection risks that are present to the population of East Lothian and visitors to the area. Details on the management arrangements for the ELC CPRR can be found on the CPRR document, available from the Emergency Planning and Resilience Team. At the time of writing this policy the CPRR is in draft but will be a live document in Q3 2026.

Risk Identification

East Lothian Council adopts a structured and proactive approach to risk identification to ensure the potential threats that may affect the delivery of services are recognised at an early stage. Risk Identification is an ongoing process and should be embedded with in strategic planning, service delivery, decision making and project management activities.

To support a consistent approach, risks will be identified using the PESTLE model of risk identification, which considers Political, Economic, Social, Technological and Legal factors that may impact service delivery.

Political Risks

Political risks arise from changes in the political environment at local, regional, or national level that may impact our responsibilities, priorities, or resources. These may include changes in government policy, funding priorities, legislation agendas, public sector reform, or shifts in political leadership. This environment is closely monitored by East Lothian Council and any political developments will be assess for their potential impacts on service delivery.

Economic Risks

Economic risks relate to financial and economic conditions that may affect the Councils ability to operate effectively and sustainably. These may include changes in government funding, inflation, interest rates, economic downturns, budget constraints, demand pressures, or fluctuations in income generation. We will identify and assess economic risks through financial planning, budget monitoring, and financial strategies.

Social Risks

Social risks arise from changes in the demographic, cultural, and social environment in which East Lothian Council operates. These may include population growth or decline, ageing populations, health inequalities, deprivation, community cohesion, changing service expectations, or public perception and trust. We will consider social trends, and community needs when identifying risks that may affect service demand, equality outcomes, and reputation.

Technological Risks

Technological risks relate to the use, availability, and reliability of information and communication technologies and other systems critical to our operations. These may include cyber security threats, data protection breaches, system failures, technological obsolescence, digital exclusion, and the pace of technological change. We will identify technological risks through IT governance arrangements, system reviews, and business continuity planning.

Legal Risks

Legal risks arise from our statutory duties and regulatory obligations. These may include non-compliance with legislation, regulatory changes, contractual disputes, litigation, data protection requirements, and health and safety obligations. These risks will be identified through legal advice, compliance monitoring, policy reviews, and audit processes.

Environmental Risks

Environmental risks arise from environmental, climate-related, and sustainability factors that may impact service delivery and long-term resilience. These may include climate change, extreme weather events, flooding, coastal erosion, carbon reduction requirements, biodiversity loss, waste management pressures, and changes in environmental legislation or policy. Environmental risks may also arise from the Council's own environmental impact and sustainability commitments. We will identify and assess environmental risks through climate adaptation and mitigation planning, environmental monitoring, sustainability strategies, asset management planning, and compliance with relevant environmental standards and regulations.

Structural Arrangements and Responsibilities

All employees within East Lothian Council share responsibility for managing risk to varying degrees. It is essential that the Council clearly communicates these responsibilities to ensure effective risk management across the organisation. The following roles have specific responsibilities in relation to the identification, assessment, management, and monitoring of risk.

Chief Executive

The Chief Executive has overall responsibility for ensuring that effective risk management arrangements are in place across the Council.

The Chief Executive will:

- Provide leadership and set the tone for effective risk management and good governance.
- Ensure that risk management is integrated into strategic planning, decision-making, and corporate performance management.
- Ensure that significant strategic and corporate risks are identified, managed, and reported to Elected Members.
- Oversee the adequacy of the risk management strategy and ensure appropriate assurance mechanisms are in place.

Depute Chief Executives and Heads of Service

Depute Chief Executives alongside Director of Health and Social Partnership and Heads of Service are responsible for ensuring effective risk management within their service areas.

Heads of Service will:

- Promote a positive risk management culture and ensure that risk management is embedded within service planning, decision-making, and performance management.
- Ensure that all significant service risks are identified, assessed, and recorded on service risk registers.
- Review and challenge risks and mitigation actions within their services.
- Escalate significant or cross-cutting risks to the corporate risk register where appropriate.
- Ensure that Risk Owners and Risk Watchers are appropriately assigned and supported.
- The Executive Leadership Team will attend a quarterly sub-group on corporate risk.

Risk Owners

Risk Owners are responsible for the day-to-day management of specific risks allocated to them.

Risk Owners will:

- Identify and assess risks within their area of responsibility, including those arising from PESTLE factors.
- Ensure risks are accurately recorded and maintained on the corporate or service risk register.
- Implement and monitor appropriate controls and mitigating actions to manage risks within our risk appetite.
- Review risks regularly and update risk scores, controls, and actions as required.
- Escalate risks where the level of risk exceeds agreed tolerance levels or where additional resources or decisions are required.

Risk Watchers

Risk Watchers provide support to the risk management process by deputising for Risk Owners and maintaining oversight of assigned risks.

Risk Watchers will:

- Deputise for the Risk Owner in their absence and undertake risk management duties as required.
- Support the Risk Owner in reviewing and updating risk descriptions, risk scores, controls, and mitigating actions.
- Assist in ensuring that risk information recorded on service or corporate risk registers is accurate, up to date, and complete.
- Escalate concerns to the Risk Owner or Head of Service where risks are not being effectively managed or where risk levels change significantly.

Elected Members

Elected Members are responsible for providing oversight and assurance in relation to the management of risk.

Elected Members will:

- Consider and approve the Risk Management Strategy and any significant amendments.
- Review and scrutinise the Corporate and Service Risk Registers and seek assurance that key risks are being effectively managed.
- Take risk into account when setting strategic direction, policies, and budgets.
- Hold the Chief Executive and Senior Officers to account for the effective management of risk.

Emergency Planning and Resilience Team

The Emergency Planning and Resilience Team is responsible for coordinating the Councils Risk Management arrangements.

The Emergency Planning and Resilience Team will:

- Lead the development and maintenance of our Risk Management arrangements.
- Provide specialist advice and guidance on all risk management matters.
- Support Risk Owners and Heads of Service in identifying, assessing, and updating risks that could impact the Councils ability to maintain critical services during disruptive events.
- Facilitate training and awareness activities to strengthen organisational preparedness and resilience.
- Provide assurance to senior management and Elected Members on the state of preparedness and resilience arrangements.

Corporate Risk Management Group

The Corporate Risk Management Group is responsible for providing strategic oversight, coordination, and assurance in relation to the Councils risk management framework.

The Corporate Risk Management Group will:

- Oversee the implementation and ongoing development of the Councils Risk Management Framework.
- Review and challenge the identification, assessment, and management of corporate risks.
- Maintain oversight of the Corporate Risk Register, ensuring risks are clearly articulated, appropriately scored, and aligned to the Councils strategic objectives and risk appetite.
- Ensure consistency and proportionality in risk management practices across services.
- Monitor emerging and escalating risks, including those arising from external PESTL factors, and ensure appropriate escalation and reporting arrangements are in place.
- Provide assurance to the Chief Executive, Council Leadership Team, and relevant Committees on the effectiveness of risk management arrangements.
- Promote a positive risk-aware culture and continuous improvement in risk management practices across the Council.

Linking Risk Group

The Linking Risk group provides a connection between service-level risk management and the corporate risk framework, supporting consistency, communication, and escalation.

Linking Risk will:

- Act as a liaison between services and the Corporate Risk Management Group on matters relating to risk management.
- Support services in the identification, assessment, and documentation of risks in line with the Councils Risk Management Framework.
- Assist Risk Owners and Heads of Service in ensuring that service risks are accurately recorded, reviewed, and updated.
- Support the escalation of significant or emerging service risks to the Corporate Risk Register where appropriate.

- Promote consistent application of risk scoring, controls, and mitigation actions across service areas.
- Share good practice, guidance, and learning to strengthen risk management capability across the Council.
- Support communication and understanding of corporate risks and priorities within services.

Reporting schedule

The Corporate and Service Risk Registers can be called to be presented at Audit and Governance, Cabinet or full Council meetings at the discretion of the members. We also have an agreed reporting schedule as follows:

| Risk Register/Document | Audit & Governance | Cabinet |
|-------------------------------|-------------------------------|------------------|
| Corporate Risk Register | June | November |
| Communities | March | |
| Children's Services | March | |
| Infrastructure | March | |
| Finance | September | |
| Housing | September | |
| Education | September | |
| Development | November | |
| H&SCP | November | |
| Corporate Support | November | |
| Risk Strategy | | March (3 yearly) |

Training and Qualifications

The council will ensure that proportionate and role-appropriate risk management training is provided to staff across the organisation.

- All staff with risk management responsibilities will complete our internal risk management e-learning package.
- Each member of staff with responsibility for the updating of risks will receive bespoke training delivered by the EP&R team.
- All staff with a risk management role are expected to attend an annual workshop hosted by the EP&R Team.
- Elected Members will be offered risk awareness training to support effective governance, decision-making, and scrutiny, in line with CIPFA principles of good governance in local government.

Qualifications and Professional Development

- Officers within the EP&R Team will be encouraged to work towards, or maintain, relevant professional qualifications, such as:
 - **CIPFA** qualifications and risk management or governance modules;
 - **Institute of Risk Management (IRM)** qualifications, including the International Certificate or Diploma in Risk Management.
- EP&R Officers will partake in continuing professional development (CPD) to ensure knowledge remains current and aligned with evolving legislation, guidance, and best practice. This could include:
 - **United Kingdom Resilience Academy** who offers a range of courses on all aspects of resilience planning and response.
 - **Civil Contingencies related training** offered by local resilience partnerships and the Scottish Government.
 - **Professional development** aligned with recognised resilience and business continuity standards (such as ISO 22301), where appropriate.
 - **Attend industry workshops and events** such as the national ALARM conference and the Scottish Resilience Forum Conference.
- Managers will ensure that officers with risk management responsibilities are suitably competent and supported to fulfil their roles effectively.

Document Review

The Risk Management Strategy will be kept under regular review to ensure that it remains current, effective, and aligned with our objectives, statutory responsibilities, and recognised good practice.

- The policy will be formally reviewed at least every three years, or sooner where there are significant changes to legislation, guidance, organisational structure, or the organisations risk profile.
- Responsibility for coordinating the review of this policy will sit with the Emergency Planning and Resilience Team, with input from relevant officers.
- Any proposed amendments to the strategy will be subject to appropriate consultation and governance arrangements.
- Compliance with the policy and its effectiveness will be supported through internal assurance processes and including audits.

Risk Scoring and Matrix

Risk Likelihood

Risk Likelihood describes the probability or chance that a risk event will occur. It reflects how often a risk might reasonably be expected to happen, taking into account current controls and mitigation measures that are already in place.

When assessing likelihood, consideration should be given to:

- Past experience and historical data
- The effectiveness of existing controls and management actions
- The frequency with which similar events have occurred
- Changes in the internal or external environment that may increase or decrease the probability of occurrence
- Expert judgement and professional experience.

Risk Likelihood is assessed using the below scoring scale:

| Likelihood | Score | Description |
|----------------|-------|-----------------------------|
| Almost Certain | 5 | >90% chance of occurring |
| Probable | 4 | 70%-90% chance of occurring |
| Possible | 3 | 30-70% chance of occurring |
| Unlikely | 2 | 10-30% chance of occurring |
| Rare | 1 | <10% chance of occurring |

When combined with the assessment of Risk Impact, this is used to determine the overall level of risk. This supports consistent prioritisation, escalation, and management of risks in line with our risk appetite.

Risk Impact

Risk Impact describes the extent of the consequences or effects on the council should a risk event occur. It reflects the potential severity of harm or disruption to our ability to achieve objectives, deliver services, and meet its statutory duties.

When assessing impact, consideration should be given to the potential effect on:

- Service delivery and the continuity of critical services
- Financial position, including unplanned costs, loss of income, or budget pressures
- Health, safety, and wellbeing of service users, staff, and the wider community
- Legal and regulatory compliance
- Reputation, public confidence, and stakeholder trust
- Assets or damage to property

Risk Impact is assessed using the below scoring scales:

Impact on Service Delivery

| Impact | Score | Description |
|--------------|-------|---|
| Catastrophic | 5 | Catastrophic failure in service delivery and key service standards are not met, long-term catastrophic interruption to operations, several major partnerships are affected. |
| Major | 4 | Major impact to service quality, multiple service standards are not met, long-term disruption to operations, multiple partnerships affected. |
| Moderate | 3 | Significant fall in service quality, major partnership relationships strained, serious disruption in service standards. |
| Minor | 2 | Minor impact to service quality, minor service standards are not met, short-term disruption to operations, minor impact on a partnership. |
| Minimal | 1 | No impact to service quality, limited disruption to operations. |

Impact on Finance

| Impact | Score | Description |
|--------------|-------|---|
| Catastrophic | 5 | Severe impacts on budgets (emergency corporate measures to be taken to stabilise Council Finances. Consideration should be given as to whether this is an insured or uninsured risk and whether there may be reliance on reserves. The Council is expected to hold a reserve to budget ratio of 2%. |
| Major | 4 | Major impact on budgets (need for corporate solution to be identified to resolve funding difficulty). Consideration should be given as to whether this is an insured or uninsured risk and whether there may be reliance on reserves. |
| Moderate | 3 | Moderate impact on budgets (can be contained within overall directorate budget). |
| Minor | 2 | Minor impact on budgets (can be contained within service head's budget). |
| Minimal | 1 | Minimal impact on budgets (can be contained within unit's budget). |

Impact on People

| Impact | Score | Description |
|--------------|-------|--|
| Catastrophic | 5 | Single or Multiple fatality and or psychological impact, within council control, leading to fatal accident enquiry. |
| Major | 4 | Number of extensive injuries (major permanent harm) or major psychological impact to employees, service users or public. |
| Moderate | 3 | Serious injury requiring medical treatment or moderate psychological impact to employee, service user or public (semi-permanent harm up to 1yr), council liable. |
| Minor | 2 | Non-life changing injury or psychological impact to staff or member of the public requiring treatment. |
| Minimal | 1 | Minor injury or minor psychological impact to employee, service user or public. |

Impact on Legal and regulatory compliance

| Impact | Score | Description |
|--------------|-------|--|
| Catastrophic | 5 | Catastrophic legal, regulatory, or contractual breach likely to result in substantial fines or other sanctions, including substantial involvement from regulators. |
| Major | 4 | Legal, regulatory, or contractual breach, severe impact to Council, fines and regulatory action publicly enforced. |
| Moderate | 3 | Legal, regulatory, or contractual breach, moderate impact to Council, regulator action and or improvement required of the Council . |
| Minor | 2 | Legal, regulatory, or contractual breach, minor impact to Council, regulator advice and improvement requested of the Council. |
| Minimal | 1 | Legal, regulatory, or contractual breach, negligible impact to Council, regulator suggested improvements requested. |

Impact on Reputation

| Impact | Score | Description |
|--------------|-------|--|
| Catastrophic | 5 | Highly damaging, severe loss of public confidence, Scottish Government or Audit Scotland involved. Prolonged regional and national condemnation. |
| Major | 4 | Serious negative national or regional criticism and publicity. |
| Moderate | 3 | Adverse national media public attention with elected members becoming involved. |
| Minor | 2 | Minor adverse local, public or media attention and complaints. |
| Minimal | 1 | Public concern restricted to local complaints and of no interest to the media. |

Impact on Assets or property

| Impact | Score | Description |
|--------------|-------|---|
| Catastrophic | 5 | Significant disruption to building, facilities, vehicles or equipment (Loss of building, vehicles, rebuilding required, temporary accommodation required, vital equipment lost without replacement capability available resulting in services being unable to be delivered). |
| Major | 4 | Major disruption to building, facilities, vehicles or equipment (Significant part of building unusable for prolonged period of time, alternative accommodation required, equipment or vehicles unavailable to provide significant elements of service delivery and no appropriate contingency arrangements in place). |
| Moderate | 3 | Moderate disruption to building, facilities, vehicles or equipment (loss of use of building for medium period, loss of equipment or vehicles requires contingency arrangements to be employed and has moderate impact on overall service delivery). |
| Minor | 2 | Minor disruption to building, facilities, vehicles or equipment (alternative arrangements in place and covered by insurance, equipment or vehicles unavailable for small period of time minor impact on service). |

| | | |
|---------|---|--|
| Minimal | 1 | Minimal disruption to building, facilities, vehicles or equipment (alternative arrangements in place, equipment or vehicles alternative quickly available to replace or substitute). |
|---------|---|--|

When combined with Risk Likelihood, determines the overall risk rating. This ensures that risks are prioritised and managed proportionately in line with our risk appetite and tolerance levels.

Risk Scoring

The overall risk score is calculated by multiplying the Likelihood score by the Impact score, resulting in a score between 1 and 25.

This risk matrix provides a consistent and transparent method for:

- Comparing and prioritising risks across services
- Determining whether risks are within our risk appetite or tolerance levels;
- Informing decisions on the level of control, mitigation, and management action required
- Supporting escalation of significant risks to senior management or Elected Members where appropriate.

Risk scores will be reviewed regularly and updated to reflect changes in circumstances, the effectiveness of controls, and progress in implementing mitigating actions. The Council will distinguish between current risk score (the level of risk before controls) and residual risk score (the level of risk remaining after controls have been applied), where appropriate

