

Appendix C

Table to show the residual risk scores for Strategic, Project and Operational risks open within the Grace risk management system and the scores they have, as at 29th September 2025.

- The yellow shading has been used to show all the risks within the council's risk appetite.
- The red shading has been used to the risks above the council's risk appetite.

Risk Category - Count and Score	1-6	8-9	10-12	15+	Not scored	Total
Strategy (Cautious, Score 8-9)	13	6	1	0	0	20
Governance (Cautious, Score 8-9)	4	5	1	0	0	10
Operations (Open, Score 10-12)	100	42	9	4	13	168
Legal (Cautious, Score 8-9)	13	9	4	1	3	30
Property (Open, Score 10-12)	21	14	0	2	0	37
Financial (Cautious, Score 8-9)	89	40	6	4	3	142
Commercial (Open, Score 10-12)	16	7	2	0	0	25
People (Cautious, Score 8-9)	39	24	8	0	5	76
Technology (Open, Score 10-12)	13	8	1	0	1	23
Data Info and Management (Cautious, Score 8-9)	11	5	4	0	0	20
Security (Cautious, Score 8-9)	13	8	0	0	0	21
Project / Programme (Open, Score 10-12)	59	29	3	1	4	96
Total (by score)	391	197	39	12	29	-
Currently within risk appetite						603
Currently above the risk appetite						36

Note:

- The risks from the shared service and the Mainway project are not included in the above figures, as they are logged in separate systems.
- Risks can belong to multiple categories. In total there are approximately 560 risks open in the Grace risk management system.

Map showing the scoring of risks including in the strategic risk register, at the time the last report was run.

Strategic Risk Register - Risk Map 17.07.25

