



Glasgow City Council

Finance and Audit Scrutiny Committee

Report by Chief Executive

Contact: Michelle Booth, Head of Corporate Policy & Governance

Item 7

18th June 2025

HALF YEARLY CORPORATE RISK MANAGEMENT REPORT

Purpose of Report:

To provide the Committee with an update on the Council's Corporate Risk Register and risk management activity.

Recommendations:

The Committee is asked to note the contents of this report and the attached Summary Corporate Risk Register.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes ☐ No ☐ consulted: Yes ☐ No ☐

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1. Introduction

- 1.1 This report provides the Committee with an update on the Council's Corporate Risk Register and risk management activity.

2. Background

- 2.1 The Council's Corporate Risk Management Framework requires that a Corporate Risk Register (CRR) is maintained to identify and manage strategic risks i.e. uncertainties that may impact the achievement of the Council's vision, strategic objectives and priorities.
- 2.2 The CRR is a live document that is maintained by Corporate Policy and Governance (CP&G) and kept under review, and informed by, the Corporate Risk Management Forum (RMF), Corporate Leadership Team (CLT) and risk owners. The RMF is chaired by CP&G and comprised of representatives from across the Council Family who review existing risks and consider changes and any new or emerging areas of risk.

3. Current Position

(a) Review of Corporate Risk Register

- 3.1 Risk continues to be assessed in accordance with the Framework and the CRR includes **23** risks, each of which has been aligned to the four grand challenges within the [Council's Strategic Plan 2022 – 2027](#). A primary alignment is shown but, given their cross-cutting nature, a number of risks align to one or more grand challenges.
- 3.2 A summary of the CRR is attached at Appendix 1 providing information on current risks including risk scoring for the previous three reporting period and any changes. Further information on the risk scoring and rating methodology are also attached at Appendix 2. It should be noted that risk scores shown are residual risk scores which are a product of the probability and impact of risks occurring, after the application of control and mitigating actions.
- 3.3 In the current reporting period, **11** risks have been rated as very high i.e. with a risk score of 15 and over. Table 1 lists them below:

Table 1 – Very High Rated Risks (Risks ranked in order of score)

Risk Score	Risk Ref	Risk Title
20	0002	Fiscal Uncertainty
	0007	Impact of Historic Child Abuse Inquiry
	1954	Impact of the rising cost of living
	2074	ICT Security
	2288	Failure to successfully implement Pay and Grading Scheme
16	0008	Failure of key, large scale contractors / service providers
	0009	Major incident / service disruption
	0011	Significant Industrial Action
	0012	Failure to comply with Health and Safety regulations
	0029	Educational Attainment and Supporting Sustainable Destinations
15	0005	Failure to fulfil duty of care to children and vulnerable adults

- 3.4 Table 2 sets out the material changes to the CRR since the last reporting period in November 2024.

Table 2 – Changes in the Reporting Period

Risk Ref.	Risk Title	Change	Comment
2570	Increase of Legal Challenge	New Risk	New risk to reflect the increase in judicial review of Council decisions, noting clear mitigation through robust governance and equalities assessment of those decisions being proposed / made.

- 3.5 Through the Risk Management Framework, Officers continue to monitor emerging events and uncertainty, thus considering how this should be reported and managed through the CRR.

(b) Risks to the Council of the ALEO Structure

- 3.6 The Council has set up a number of ALEOs, including charities and Limited Liability Partnerships (LLPs). The risks that may arise from such a structure are monitored alongside the Corporate Risk Register. There are seven such risks, shown at the foot of **Appendix 1**.

(c) Risk in Focus

- 3.7 On a regular basis, the Risk Management Forum selects one risk from the CRR for in-depth review. This is particularly suited to risks that are aligned to various grand challenges, the aim being to ensure the risk continues to be scoped, described and assessed appropriately and to consolidate details of control and mitigating actions.
- 3.8 Through the spring of 2025, this review focused on:
- 0984 – Failure to maximise Glasgow’s cultural and sporting assets to aid the City’s social and economic recovery and advance the health and well-being of Glaswegians.
- 3.9 Following this review, the risk score was retained refinements and updates were made to risk title; risk; mitigation /controls as well a closing off old actions and establishing new actions. Full details of the review are attached at **Appendix 3**.

(d) Business Continuity Management

- 3.10 The Council continues to apply the Corporate Business Continuity Management (BCM) Framework which provides a step by step guide on Services’ responsibilities for all stages of the BCM lifecycle.
- 3.11 Through the Business Continuity Forum (BCF), an officer-led forum with representatives from all council services and ALEOs and chaired by Digital Services, the business continuity community continues to drive improvements in planning; share information and experiences and support the Council’s ability to sustain service delivery in the event of disruption
- 3.12 The 2025/26 business continuity work plan is in place and is progressing. Current activity includes:
- Annual reviews of all BCM documentation including Business Continuity Plans and Business Impact Assessments;
 - Planning for delivery of various test exercises;
 - A renewed focus on defining corporate priorities; and
 - Work to raise awareness of business continuity across the Council Family.

4. Policy and Resource Implications

**Resource
Implications:**

<i>Financial:</i>	There are no new financial implications.
<i>Legal:</i>	There are no new legal implications.
<i>Personnel:</i>	There are no new personnel implications.

Procurement: There are no new procurement implications.

Council Strategic Plan: Corporate risk management supports each of the four Grand Challenges in the Council Strategic Plan 2022 to 2027.

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2017-22 There is no specific risk-related outcome.

What are the potential equality impacts as a result of this report? No new direct impacts.

Please highlight if the policy/proposal will help address socio economic disadvantage. N/A

Sustainability Impacts:

Environmental: No new direct impacts.

Social, including opportunities under Article 20 of the European Public Procurement Directive: No new direct impacts.

Economic: No new direct impacts.

Privacy and Data Protection impacts: No new direct impacts.

5. Recommendations

- 5.1 The Committee is asked to note the contents of this report and the attached Summary Corporate Risk Register.

Appendix 1 – Summary Corporate Risk Register

(a) Corporate Risks (Risks ranked in order of highest to lowest)

Risk Ref	Risk Title	Residual Risk Score	Residual Impact x Probability	Strategic Plan Grand Challenges 2022 - 2027 Alignment	Changes since November 2024	Previous Scoring		
						Nov-24	May-24	Nov-23
0002	Fiscal Uncertainty	20	4x5	Delivery of essential services	None	20	20	20
0007	Impact of Historic Abuse Inquiry	20	4x5	Reduce poverty and inequality	None	20	20	20
1954	Impact of the rising cost of living	20	4x5	Increase opportunity/prosperity	None	20	20	20
2074	ICT Security	20	5x4	Delivery of essential services	None	20	20	20
2288	Failure to successfully implement Pay and Grading Scheme	20	5x4	Delivery of essential services	None	20	20	20
0008	Failure of key, large scale contractors / service providers	16	4x4	Delivery of essential services	None	16	16	16
0009	Major incident / service disruption	16	4x4	Delivery of essential services	None	16	16	16
0011	Significant industrial action	16	4x4	Delivery of essential services	None	16	16	16
0012	Failure to comply with Health and Safety regulations	16	4x4	Delivery of essential services	None	16	16	16
0029	Educational Attainment and Supporting Sustainable Destinations	16	4x4	Increase opportunity/prosperity	None	16	16	12
0005	Failure to fulfil duty of care to children and vulnerable adults	15	5x3	Reduce poverty and inequality	None	15	15	15

Risk Ref	Risk Title	Residual Risk Score	Residual Impact x Probability	Strategic Plan Grand Challenges 2022 - 2027 Alignment	Changes since November 2024	Previous Scoring		
						Nov-24	May-24	Nov-23
0001	Constitutional Uncertainty	12	3x4	Delivery of essential services	None	12	12	12
0004	Poverty and Inequality	12	4x3	Reduce poverty and inequality	None	12	20	20
0013	Failure to protect and govern information assets	12	4x3	Delivery of essential services	None	12	12	12
0015	Lack of Workforce Knowledge, Capability and Capacity	12	3x4	Delivery of essential services	None	12	12	12
0016	Deficiencies in Internal Control Environment	12	3x4	Delivery of essential services	None	12	12	12
0909	Insufficient response to climate and ecological emergency	12	4x3	Climate Emergency	None	12	12	12
0984	Failure to maximise Glasgow's cultural and sporting assets to aid the City's social and economic recovery and advance the health and wellbeing of Glaswegians	12	4x3	Reduce poverty and inequality	None	12	12	12
2570	Increase of High Legal Challenge	12	4x3		New	n/a	n/a	n/a
0017	Failure to deliver the Capital Investment Programme	9	3x3	Increase opportunity/prosperity	None	9	9	15
0018	Significant asset failure, damage or loss	9	3x3	Delivery of essential services	None	9	9	9

Risk Ref	Risk Title	Residual Risk Score	Residual Impact x Probability	Strategic Plan Grand Challenges 2022 - 2027 Alignment	Changes since November 2024	Previous Scoring		
						Nov-24	May-24	Nov-23
0024	Failure to deliver / manage regeneration of the city including major projects	9	3x3	Increase opportunity / prosperity	None	9	9	9
0025	Failure in governance of the ALEOs	6	3x2	Delivery of essential services	None	6	6	6

(b) Risks of the ALEO Model (Risks ranked in order of highest to lowest)

Risk Ref	Risk Title	Residual Risk Score	Residual Impact x Probability	Strategic Plan Grand Challenges 2022 - 2027 Alignment	Changes since November 2024	Previous Scoring		
						Nov-24	May-24	Nov-23
0614	ALEO Financial Performance	12	3x4	Delivery of essential services	None	12	15	15
0623	ALEO Delivery of Council Services	12	3x4	Delivery of essential services	None	12	12	12
0615	ALEO Conflict of Interest	6	2x3	Delivery of essential services	None	6	6	6
0616	ALEO Reputational Damage	6	3x2	Delivery of essential services	None	6	6	6
0618	ALEO Organisational Instability	4	2x2	Delivery of essential services	None	4	4	4
0621	ALEO Fitness for Purpose of the ALEO Model	4	4x1	Delivery of essential services	None	4	4	4
0622	ALEO Loss of Charitable Status	3	3x1	Delivery of essential services	None	3	3	3

Appendix 2 – Risk Assessment Methodology

Risk Rating:		Very High	High	Medium	Low		
PROBABILITY	Almost certain	5	5	10	15	20	25
	Likely	4	4	8	12	16	20
	Possible	3	3	6	9	12	15
	Unlikely	2	2	4	6	8	10
	Rare	1	1	2	3	4	5
		1	2	3	4	5	
		Negligible	Minor	Moderate	Major	Critical	

Assessing Probability

Score	Description	Occurrence (%)	Guidance
5	Almost certain	80 – 100%	Hard to imagine the event not occurring - event occurs regularly
4	Likely	60 – 79%	Probable - more likely to occur than not
3	Possible	35 – 59%	Reasonable chance of occurrence – the event may happen
2	Unlikely	15 – 34%	Not expected to occur and unlikely but still not exceptional
1	Extremely unlikely	0 – 14%	Hard to imagine the event happening, only in exceptional circumstances or once in every 10 years

Assessing Impact

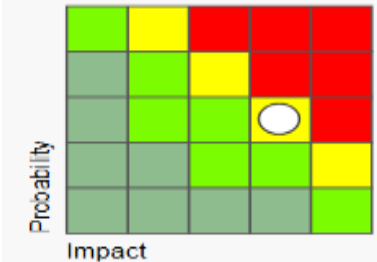
Score	Description of impact on ability to deliver defined objectives
5	Fundamental / catastrophic
4	Major
3	Moderate
2	Minor
1	Insignificant / negligible

Appendix 3 – Risk In Focus

Risk Title	0984 Failure to maximise Glasgow's cultural and sporting assets.
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Risk Description	Risk	Glasgow's cultural and sporting assets are not maximised to contribute to the social and economic recovery of the city and advance the health and wellbeing of Glaswegians.
	Cause	Failure to provide and promote access to cultural and physical activity through services and programmes. Failure to attract new funding and earned income. Failure to maintain quality of cultural and sporting infrastructure and to continue ambitious development and promotion of the city.
	Effect	Significant negative impact on economy and communities; decline of core civic assets, a decline of local participation and in international reputation, leading to economic and social decay; reputational damage; decrease in visitor numbers to the city and to the economic impact of those visits; failure to attract events to the city; reduction in mental and physical wellbeing of citizens.

Inherent Risk Assessment (Before application of control and mitigating actions)	Impact = 4 (Major) Probability = 4 (Likely) Risk score = 16 Risk rating = very high	Residual Risk Assessment (After application of control and mitigating actions)	Impact = 4 (major) Probability = 3 (possible) Risk score = 12 Risk rating = high
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Risk Treatment Approach (treat / tolerate / transfer / terminate)	Treat	
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Risk Owner	Responsible Officer	Primary Risk Category
Susan Deighan	Billy Garrett / Andrew Olney	Strategic

Control and Mitigating Actions
Glasgow Life's aims and ambitions are set out in the Glasgow Life's Business Plan 2025-28 and, as sectoral experts, Glasgow Life leads on advocacy for Glasgow as a globally recognised culture, sport, tourism and events city through engagement

Control and Mitigating Actions

with a range of networks including Scottish, UK and European Governments, policy makers, industry partners and agencies and citizens.

Glasgow's Community Plan sets out a ten-year commitment to a single priority focused on 'Family Poverty – Reducing Poverty and Inequalities in Glasgow's Communities'. Glasgow Life contributes to the Community Plan by delivering cultural and physical activity programmes and events that improve the mental, physical and economic wellbeing of the city and contribute to the system of support for children and families. This includes the Whole Family Wellbeing Fund, Family Learning, Supporting Families Project and Family Finance Key Workers.

Glasgow Life also mitigates this risk through by contributing to the delivery of the GCC Strategic Plan. Glasgow Life contributing to all four Grand Challenges of the GCC Strategic Plan, in particular Grand Challenge 1 (Reduce poverty and inequality in our communities) and Grand Challenge 2 (Increase opportunity and prosperity for all our citizens) and is policy and development lead for several major city strategies, which are aligned to local and/or national strategies. The strategies below have recently been developed or refreshed and, following presentation to the relevant policy committees and forums, were adopted by the city

- Refreshed Vision for Glasgow Libraries
- Glasgow's Culture Strategy to 2030
- Glasgow's Events Strategy to 2035
- Glasgow's Physical Activity and Sport Strategy to 2035
- The Glasgow 2030 Tourism Strategy to 2030
- Glasgow Life is the lead for Glasgow's Community Learning and Development Plan (CLD) which includes chairing and managing the city's CLD strategic partnership.

The maximisation of Glasgow's cultural and sporting assets will be further boosted through the delivery of key projects and programmes which include:

- Hosting the Commonwealth Games 2026
- Royal National Mod 2026
- UEFA European Football Championships 2028
- The People's Palace and Winter Gardens Project
- Live Well Community Referral
- Sauchiehall Street: Culture and Heritage District

Glasgow City Council's International Strategy 2025-2030 will complement and support existing city strategies and aims to build on Glasgow's international reputation using the city's cultural, educational and civic assets, including those led by Glasgow Life on behalf of the city.

This risk is also mitigated by the PEPASS programme (Physical Education Physical Activity School Sport) led by Education Services.

Planned Next Steps and Future Actions
<ul style="list-style-type: none">• Vision for Glasgow Libraries – Delivery of action plan to support the Vision for Glasgow Libraries• Glasgow's Culture Strategy to 2030 – Delivery of action plan to support Glasgow's Culture Strategy to 2030• Glasgow's Events Strategy to 2035 – Delivery of action plan to support Glasgow's Events Strategy to 2035• Glasgow's Physical Activity and Sport Strategy to 2035 – Delivery of action plan to support Glasgow's Physical Activity and Sport Strategy to 2035• The Glasgow 2030 Tourism Strategy to 2030 – Delivery of action plan to support the Glasgow 2030 Tourism Strategy to 2030• Community Learning and Development Plan – Delivery of action plan to support Community Learning and Development Plan