Risk ID	Category / Element	Risk Short Title	Description	Desired Outcome	Current Situation	Proposed Strategy
C00299 []	R3 Regulations	Misframing of professional correspondence as an “appeal”	Professional letters asserting fault and including an invoice were repeatedly mislabelled by Companies House as 'appeals', despite clear language asserting commercial and procedural challenge.	Recognition that this is not an appeal, and language updated to reflect a professional claim and time-based invoice. **What Could Go Wrong?** Misframing weakens the company’s position and distorts the evidential record.	All responses so far continue to refer to the correspondence as an 'appeal', inviting resolution only through their appeals process.	Send a short formal note reiterating the non-appeal nature of the communication, and continue documenting mischaracterisation.

Risk (three-part) Statement			Current Risk			Response Type	Manageability	Residual Risk	Risk Owner	Due Date	Close Date	Last Review Date / Notes
Cause	Risk Event [uncertainty]	Consequence	Probability	Impact	Score (PxI)							
Internal case handling system defaults to treating all incoming disputes as appeals.	All formal responses have acknowledged and processed the letters as 'appeals'.	Shifts burden of proof, limits options for redress, and undermines the integrity of the claim.	3	4 H-1 C-1 Q-1 S-1	12	Mitigate	5	12	Winter, David	05Apr26	Open	05Nov25

Mitigating Actions / Response

ID	Actions	Action Owner	Due Date	Close Date
#1	Short note to Companies house asserting that this is not an appeal! It's an independent governance audit.	Winter, David	04Jan26	05Nov25

Last 10 RM Events (Meetings/Interviews/Workshops).

Mtg. Date Title / Person / Department Objective (0 Events held.)

Comments **History**

Top Risk Summary

Misframing of professional correspondence as an “appeal”

Top Risk Mitigation

Send a short formal note reiterating the non-appeal nature of the communication, and continue documenting mischaracterisation.