

CABINET

Strategic Risk Management 16 September 2025

Report of Chief Executive

PURPOSE OF REPORT				
To provide Cabinet with an update on the authority's progress in updating the Strategic Risk Register.				
Key Decision		Non-Key Decision	X	Referral from Cabinet Member
Date of notice of forthcoming key decision		N/A		
This report is public, with appendix B being exempt by virtue of paragraph 3 of Schedule 12A the Local Government Act 1972.				

RECOMMENDATIONS OF PORTFOLIO HOLDER FOR FINANCE AND RESOURCES

- (1) Cabinet note the updated Strategic Risk Register, as shown as appendix A (public report) and appendix B (restricted report).

1.0 Introduction

- 1.1 Quarter one 25/26 Strategic Risk Report as updated by Leadership Team to be seen by Cabinet to be noted.

2.0 Proposal Details

Change from 4x4 to 5x5 impact vs likelihood matrix

- 2.1 Following the recommendations of some consultancy work we commissioned on risk management, the impact vs likelihood matrix has been changed from a 4 x 4 to a 5 x 5. This will:
- Bring us into line with best practice
 - Allow greater differentiation of risk severity
- 2.2 As part of the above change, a new risk rating colour has been introduced. Risk scoring is now as follows:

Impact	Catastrophic 5	5 Low	10 Moderate	15 High	20 High	25 High
	Major 4	4 Low	8 Moderate	12 Moderate	16 High	20 High
	Moderate 3	3 Very Low	6 Low	9 Moderate	12 Moderate	15 High
	Minor 2	2 Very Low	4 Low	6 Low	8 Moderate	10 Moderate
	Insignificant 1	1 Very low	2 Very Low	3 Very Low	4 Low	5 Low
		Remote 1	Unlikely 2	Possible 3	Highly Likely 4	Almost Certain 5
		Likelihood				

2.3 All strategic risks will be reviewed quarterly, with the exception of those which are red rated, which will be reviewed monthly.

2.4 The scoring on all strategic risks has been reworked so that they all score on the newly introduced 5 x 5 matrix for this report.

2.5 The changes have resulted in there being no red (high) risks, with 7 amber risks across the restricted and unrestricted risk registers. Under the 4 x 4 matrix there would have been 3 red risks open.

2.6 There are currently 25 Strategic Risks open on the register.

2.7 The attached appendices show the changes to the council's Strategic Risk Register made during the reporting period 13th May to 17th July 2025, including some minor amendments made on 2nd September 2025. Changes are highlighted using red text, excluding the new scoring, as all risks scored have been reworked following the introduction of the 5 x 5 matrix. A summary of the main changes is as follows:

- Risk reviews have been run against all 25 Strategic Risks.
- The risk name and description for risk SR02 have been updated to reflect planning for the next financial year.
- Control measure details have been updated or added for risks SR03, SR07, SR16, SR20, SR24 and SR29.
- Action plan descriptions have been updated or added for risks SR04, SR06, SR08, SR09, SR14, SR24 and SR28.
- Action plan due dates have been updated for risks SR04, SR05, SR06, SR08, SR09, SR14, SR20, SR24 and SR28.
- Under the new risk matrix and scoring, all of the council's Strategic Risks are within the risk appetite. It is worth noting that the risk appetite levels are due to be reviewed later this year, following the changes to the matrix and some other changes in the risk management policy.

- Risk SR26 which related to increasing costs of temporary accommodation for the homeless has been closed as a strategic risk, following significant progress in reduction of B&B costs. The risk will continue to be monitored at an operational (service) level.

2.8 The attached appendices show the changes to the council's Strategic Risk Register made during the reporting period 24th February to 12th May 2025. Changes are highlighted using red text. A summary of the main changes are as follows:

- Risk reviews have been run against 7 Strategic Risks.
- Action plan due dates have been updated for risks SR04, SR06, SR08, SR09, SR14, SR20, SR26 and SR28.
- New control measures added for risks SR02, SR04, SR20, SR26 and SR28.
- Three of the Strategic Risks are red. Of these, risks SR11 and SR29 are above the Council's risk appetite.

3.0 Details of Consultation

3.1 Not applicable

4.0 Options and Options Analysis (including risk assessment)

4.1 Not applicable

5.0 Officer Preferred Option (and comments)

5.1 Cabinet to note the Council's Strategic Risks.

6.0 Conclusion

6.1 Cabinet to note the Council's Strategic Risks.

RELATIONSHIP TO POLICY FRAMEWORK

The Council have a Risk Management Policy, which is written to provide guidance on the management of risk. Risk Management is identified in the Council Plan 2024-27.

CONCLUSION OF IMPACT ASSESSMENT

(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)

No direct impact arising from this report, which provides an updated copy of the authority's Strategic Risk Register.

LEGAL IMPLICATIONS

No direct legal implications arising from this report.

FINANCIAL IMPLICATIONS

No direct financial implications arising from this report.

OTHER RESOURCE IMPLICATIONS**Human Resources:**

No direct HR implications arising from this report.

Information Services:

No direct ICT implications arising from this report.

Property:

No direct property implications arising from this report.

Open Spaces:

No direct open spaces implications arising from this report.

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has contributed to this report in his role as Chief Officer Resources, including responsibility for Internal Audit.

DEPUTY MONITORING OFFICER'S COMMENTS

The Deputy Monitoring Officer has been consulted and has no comments.

BACKGROUND PAPERS

None.

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