Annual Council Wide Summary of Risk

19 November 2025

Report of Chief Officer Resources

PURPOSE OF REPORT

As a result of the Audit of Risk Management carried out in May 2025, an annual report has been introduced to show a summary of all risks across the Council to better inform the Audit Committee of the Council's risk position.

This report is public.

Recommendations

(1)   The Audit Committee note the report and its appendix.

1.0   Introduction

1.1   The audit of Risk Management Core Control, completed in May 2025 recommended that "The high risks included within the operational and project risk registers should be presented to Cabinet and Audit Committee at least once annually, for oversight purposes and for wider context to support decision making." On consulting the Council's constitution, it was felt that sharing the details with Cabinet and Audit Committee of operational and project risks which are high risk (red) is not required, as it is outside of the remit for these committees. However, it would be appropriate to share a summary of this information, so the committees can see how many Red, Amber and Green risks there are for each operational and project risk register, without providing further detail. As such, a report has been produced containing this and other relevant information. This will be run annually.

2.0   Risk Management Overview

Appendix A shows six pages of summarised risk information. The bullet points below explain the information which can be seen on each page.

2.1   **Risk Scoring Matrix**: Showing the Council's risk scoring matrix, as adopted on 3rd June 2025, following the recommendation of some consultancy work.

2.2   **Operational Risks 29.10.25**: Showing the Council's operational (or service) risk registers, with a summary of the risk scoring for each register and a pie chart to show the overall picture for operational risks, including those for the shared service. Run on 29th October 2025.

2.3   **Operational Comparison 29.10.25**: Similar to the previous worksheet, showing the Council's operational (or service) risks for Q1 and Q2. Earlier scores are not included as prior to Q1 we used a 4x4 risk matrix, rather than the 5x5 we use now. Run on 29th October 2025.

2.4   **Q2 25-26 Project Risks**: A table showing a risk count for each of the Council's strategic projects, run at the end of Q2 25/26.

2.5   **Q2 Project Comparison**: Showing a count of all risks open for strategic projects comparing Q1 and Q2. Report run at the end of Q2 25/26.

2.6   **Risk Appetite Scores 29.9.25**: Report run on 29th September showing the risk provide guidance on the numbers of risks currently within and outside of the Council's risk appetite. This information was seen by Cabinet on 21st October, to help them make an informed decision on the Council's risk appetite. It includes operational risks, project risks and strategic risks logged within the Grace system.

There are a number of reasons why risks could be outside of the Council's risk appetite. These include:
- The risk being newly identified and therefore officers have not yet had the opportunity to take corrective action (add control measures)
- The risk being outside of the Council's control

Where risks are outside of our risk appetite, officers are advised to take actions to manage the risk and put suitable control measures in place. This is not always possible as it is dependent on the nature of the risk.

It is important to note that each risk can belong to one or more risk categories, hence the total of 603 being higher than the total number of risks held.

3.0   Options and Options Analysis

3.1   This report is for noting, rather than decision making. Therefore, there is no options or analysis.

4.0   Conclusion

4.1   Multiple risk registers for operational services and projects are in place. There is also one strategic risk register showing the Council's most significant risks.

4.2   The numbers of risks held in the system vary from quarter to quarter, pointing to regular updates being made.

4.3   The vast majority of risks are within the Council's risk appetite.

CONCLUSION OF IMPACT ASSESSMENT **(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing):** There is no direct impact arising from this report.	
LEGAL IMPLICATIONS There are no direct legal implications arising from this report.	
FINANCIAL IMPLICATIONS There are no direct financial implications arising from this report.	
OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces There are no direct resource 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.	
MONITORING OFFICER'S COMMENTS The Monitoring Officer has been consulted and has no further comments.	
BACKGROUND PAPERS N/A	**Contact Officer:** Claire Dubelbeis, Projects and Performance Manager **Telephone:** 01524 582505 **Email:** CDubelbeis@lancaster.gov.uk **Ref:** N/A