

Risk Scoring Matrix

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

Refer to the Council's risk management policy for further information

Operational Risks 29.10.25

| Operational Risk Register        | Red (15-25) | Amber (8-12) | Yellow (4-6) | Green (1-3) | Not scored | Total |
|----------------------------------|-------------|--------------|--------------|-------------|------------|-------|
| Climate Change                   | 0           | 1            | 0            | 0           | 0          | 1     |
| Growth                           | 0           | 7            | 1            | 0           | 0          | 8     |
| Animal Welfare                   | 0           | 0            | 0            | 4           | 0          | 4     |
| Assembly Rooms                   | 0           | 0            | 5            | 2           | 0          | 7     |
| Business Support                 | 2           | 0            | 1            | 2           | 0          | 5     |
| Cemeteries                       | 0           | 0            | 0            | 6           | 0          | 6     |
| Charter Market                   | 0           | 0            | 6            | 0           | 0          | 6     |
| Communications                   | 0           | 1            | 7            | 2           | 0          | 10    |
| Community Connectors             | 0           | 3            | 0            | 1           | 0          | 4     |
| Creditors                        | 0           | 0            | 1            | 4           | 0          | 5     |
| Customer Services                | 0           | 5            | 0            | 0           | 0          | 5     |
| Debtors                          | 0           | 0            | 0            | 5           | 0          | 5     |
| Economic Growth and Regeneration | 0           | 6            | 1            | 0           | 0          | 7     |
| Elections                        | 0           | 2            | 7            | 4           | 0          | 13    |
| Energy and Sustainability Team   | 0           | 0            | 0            | 0           | 1          | 1     |
| Engineers                        | 2           | 2            | 0            | 0           | 0          | 4     |
| Executive Support                | 0           | 0            | 1            | 4           | 0          | 5     |
| Facilities Management            | 0           | 0            | 5            | 1           | 0          | 6     |
| Festival Market                  | 0           | 2            | 5            | 4           | 0          | 11    |
| Fleet Management                 | 0           | 0            | 4            | 3           | 0          | 7     |
| Food Safety                      | 0           | 3            | 2            | 1           | 0          | 6     |
| Health and Safety                | 1           | 14           | 1            | 0           | 0          | 16    |
| Housing                          | 4           | 17           | 26           | 10          | 0          | 57    |
| Human Resources                  | 0           | 1            | 1            | 3           | 0          | 5     |
| ICT                              | 0           | 0            | 4            | 2           | 0          | 6     |
| Income                           | 0           | 0            | 0            | 5           | 0          | 5     |
| Information Governance           | 0           | 0            | 2            | 10          | 0          | 12    |
| Insurance                        | 0           | 2            | 0            | 4           | 0          | 6     |
| Legal                            | 0           | 1            | 3            | 3           | 0          | 7     |
| Licensing                        | 0           | 7            | 0            | 0           | 0          | 7     |
| Marketing and Tourism            | 0           | 4            | 1            | 1           | 0          | 6     |
| Museums                          | 0           | 1            | 0            | 2           | 0          | 3     |
| Parking Services                 | 0           | 0            | 3            | 5           | 0          | 8     |
| Payroll                          | 0           | 0            | 2            | 4           | 0          | 6     |
| Procurement                      | 0           | 1            | 0            | 6           | 0          | 7     |
| Projects and Performance         | 0           | 5            | 3            | 1           | 0          | 9     |
| Property                         | 2           | 10           | 0            | 3           | 0          | 15    |
| Public Health                    | 0           | 0            | 0            | 1           | 0          | 1     |
| Public Realm                     | 0           | 1            | 0            | 0           | 0          | 1     |
| Regeneration                     | 0           | 4            | 1            | 0           | 0          | 5     |
| Risk Management                  | 0           | 1            | 5            | 0           | 0          | 6     |
| Salt Ayre                        | 0           | 3            | 2            | 3           | 14         | 22    |
| Service Resilience               | 0           | 3            | 0            | 0           | 0          | 3     |
| Tree Risk Management             | 0           | 1            | 0            | 0           | 0          | 1     |
| Waste and Recycling              | 0           | 0            | 0            | 17          | 0          | 17    |
| Williamson Park                  | 0           | 2            | 0            | 7           | 0          | 9     |
| * BID - Collection Recovery      | 0           | 0            | N/A          | 4           | 0          | 4     |
| * Corporate Fraud                | 0           | 1            | N/A          | 7           | 0          | 8     |



|                              |           |            |            |            |           |            |
|------------------------------|-----------|------------|------------|------------|-----------|------------|
| * Council Tax                | 0         | 0          | N/A        | 7          | 0         | 7          |
| * Housing Benefits           | 1         | 1          | N/A        | 6          | 0         | 8          |
| * New Council Tax Support    | 0         | 1          | N/A        | 0          | 0         | 1          |
| * NNDR                       | 0         | 1          | N/A        | 6          | 0         | 7          |
| * Operations and Performance | 0         | 4          | N/A        | 6          | 0         | 10         |
| * Revs and Bens              | 0         | 1          | N/A        | 0          | 0         | 1          |
| <b>Total</b>                 | <b>12</b> | <b>119</b> | <b>100</b> | <b>166</b> | <b>15</b> | <b>412</b> |

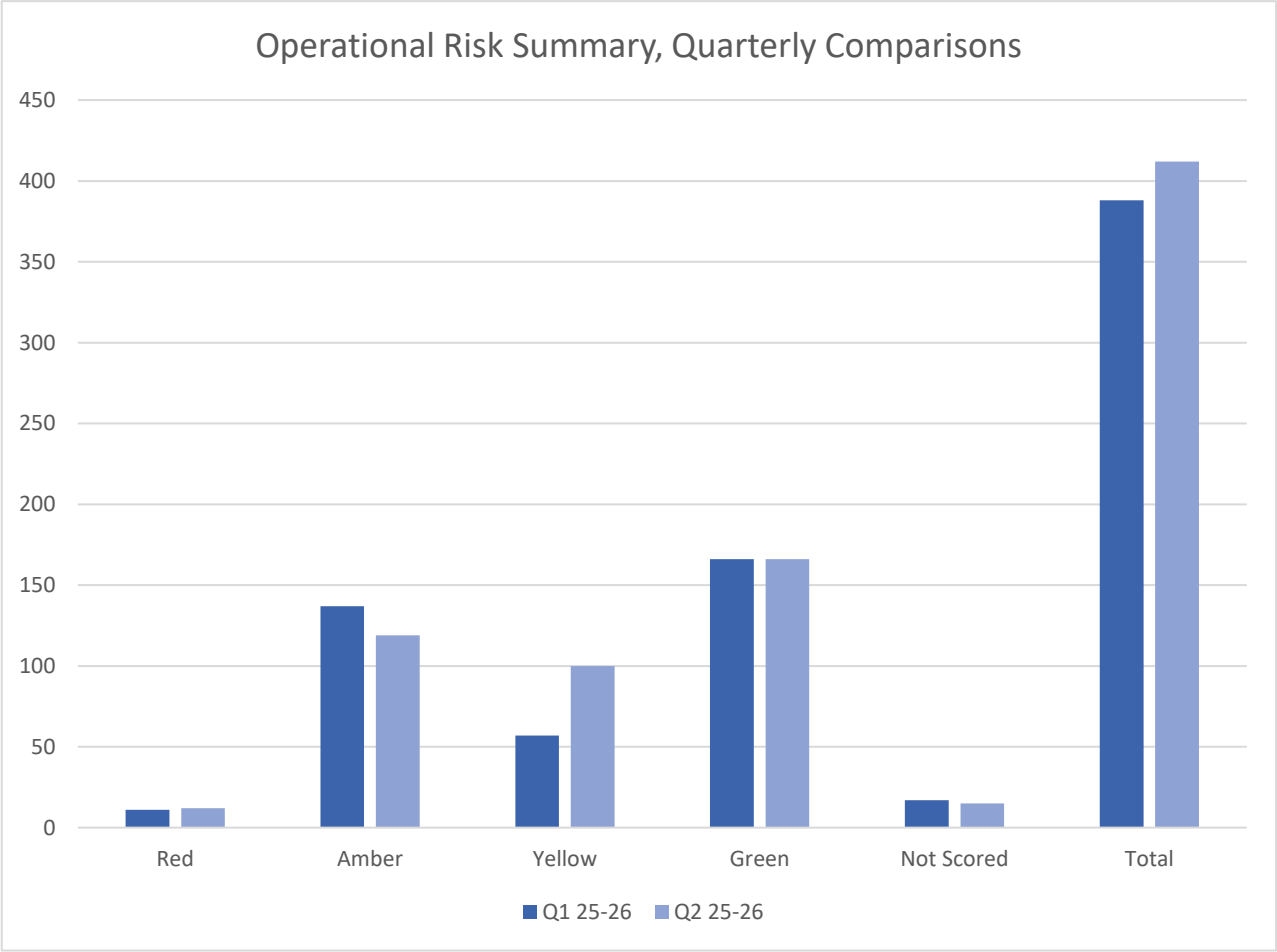
\* = From Preston City Council shared service, and therefore scored slightly differently as they use a 3x3 matrix with Red, Amber,

Operational Comparison 29.10.25

| Operational Risk Register                                     | Q2 25-26 |       |        |       |            |       |     |     | Q1 25-26 |        |       |            |       |  |  |
|---|----------|-------|--------|-------|------------|-------|-----|-----|----------|--------|-------|------------|-------|--|--|
|   | Red      | Amber | Yellow | Green | Not Scored | Total | Red |     | Amber    | Yellow | Green | Not Scored | Total |  |  |
| Service Level Operational Risks - Planning and Climate Change | 0        | 1     | 0      | 0     | 0          | 1     |     | 0   | 1        | 0      | 0     | 0          | 1     |  |  |
| Service Level Operational Risks - Sustainable Growth          | 0        | 7     | 1      | 0     | 0          | 8     |     | 0   | 0        | 0      | 0     | 0          | 0     |  |  |
| Animal Welfare  | 0        | 0     | 0      | 4     | 0          | 4     |     | 0   | 0        | 0      | 4     | 0          | 4     |  |  |
| Assembly Rooms Emporium                                       | 0        | 0     | 5      | 2     | 0          | 7     |     | 0   | 0        | 5      | 2     | 0          | 7     |  |  |
| Business Support  | 2        | 0     | 1      | 2     | 0          | 5     |     | 0   | 0        | 0      | 0     | 0          | 0     |  |  |
| Cemeteries  | 0        | 0     | 0      | 6     | 0          | 6     |     | 0   | 0        | 0      | 6     | 0          | 6     |  |  |
| Charter Market  | 0        | 0     | 6      | 0     | 0          | 6     |     | 0   | 0        | 6      | 0     | 0          | 6     |  |  |
| Communications  | 0        | 1     | 7      | 2     | 0          | 10    |     | 0   | 8        | 0      | 2     | 0          | 10    |  |  |
| Community Connectors  | 0        | 3     | 0      | 1     | 0          | 4     |     | 0   | 3        | 0      | 1     | 0          | 4     |  |  |
| Creditors   | 0        | 0     | 1      | 4     | 0          | 5     |     | 0   | 2        | 0      | 3     | 0          | 5     |  |  |
| Customer Services   | 0        | 5     | 0      | 0     | 0          | 5     |     | 1   | 4        | 0      | 0     | 0          | 5     |  |  |
| Debtors   | 0        | 0     | 0      | 5     | 0          | 5     |     | 0   | 2        | 0      | 3     | 0          | 5     |  |  |
| Economic Growth and Regeneration                              | 0        | 6     | 1      | 0     | 0          | 7     |     | 1   | 6        | 1      | 0     | 0          | 8     |  |  |
| Elections   | 0        | 2     | 7      | 4     | 0          | 13    |     | 0   | 2        | 7      | 4     | 0          | 13    |  |  |
| Energy and Sustainability Team                                | 0        | 0     | 0      | 0     | 1          | 1     |     | 0   | 0        | 0      | 0     | 1          | 1     |  |  |
| Engineers   | 2        | 2     | 0      | 0     | 0          | 4     |     | 0   | 0        | 0      | 0     | 0          | 0     |  |  |
| Executive Support   | 0        | 0     | 1      | 4     | 0          | 5     |     | 1   | 0        | 0      | 4     | 0          | 5     |  |  |
| Facilities Management   | 0        | 0     | 5      | 1     | 0          | 6     |     | 0   | 4        | 0      | 2     | 0          | 6     |  |  |
| Festival Market   | 0        | 2     | 5      | 4     | 0          | 11    |     | 0   | 2        | 2      | 7     | 0          | 11    |  |  |
| Fleet Management  | 0        | 0     | 4      | 3     | 0          | 7     |     | 0   | 4        | 0      | 3     | 0          | 7     |  |  |
| Food Safety   | 0        | 3     | 2      | 1     | 0          | 6     |     | 0   | 4        | 1      | 1     | 0          | 6     |  |  |
| Health and Safety   | 1        | 14    | 1      | 0     | 0          | 16    |     | 1   | 15       | 1      | 0     | 0          | 17    |  |  |
| Housing   | 4        | 17    | 26     | 10    | 0          | 57    |     | 2   | 16       | 23     | 9     | 0          | 50    |  |  |
| Human Resources   | 0        | 1     | 1      | 3     | 0          | 5     |     | 0   | 1        | 1      | 3     | 0          | 5     |  |  |
| ICT   | 0        | 0     | 4      | 2     | 0          | 6     |     | 1   | 2        | 0      | 3     | 0          | 6     |  |  |
| Income  | 0        | 0     | 0      | 5     | 0          | 5     |     | 0   | 2        | 0      | 3     | 0          | 5     |  |  |
| Information Governance  | 0        | 0     | 2      | 10    | 0          | 12    |     | 0   | 2        | 0      | 10    | 0          | 12    |  |  |
| Insurance   | 0        | 2     | 0      | 4     | 0          | 6     |     | 0   | 2        | 0      | 4     | 0          | 6     |  |  |
| Legal   | 0        | 1     | 3      | 3     | 0          | 7     |     | 0   | 4        | 0      | 3     | 0          | 7     |  |  |
| Licensing   | 0        | 7     | 0      | 0     | 0          | 7     |     | 0   | 7        | 0      | 0     | 0          | 7     |  |  |
| Marketing and Tourism   | 0        | 4     | 1      | 1     | 0          | 6     |     | 0   | 5        | 0      | 1     | 0          | 6     |  |  |
| Museums   | 0        | 1     | 0      | 2     | 0          | 3     |     | 0   | 1        | 0      | 2     | 0          | 3     |  |  |
| Parking Services  | 0        | 0     | 3      | 5     | 0          | 8     |     | 0   | 2        | 0      | 5     | 0          | 7     |  |  |
| Payroll   | 0        | 0     | 2      | 4     | 0          | 6     |     | 1   | 1        | 0      | 4     | 0          | 6     |  |  |
| Procurement   | 0        | 1     | 0      | 6     | 0          | 7     |     | 0   | 1        | 0      | 6     | 0          | 7     |  |  |
| Projects and Performance                                      | 0        | 5     | 3      | 1     | 0          | 9     |     | 0   | 5        | 3      | 1     | 0          | 9     |  |  |
| Property  | 2        | 10    | 0      | 3     | 0          | 15    |     | 2   | 11       | 0      | 3     | 0          | 16    |  |  |
| Public Realm  | 0        | 0     | 0      | 1     | 0          | 1     |     | N/A | N/A      | N/A    | N/A   | N/A        | N/A   |  |  |
| Public Health   | 0        | 1     | 0      | 0     | 0          | 1     |     | 0   | 0        | 0      | 1     | 0          | 1     |  |  |
| Regeneration  | 0        | 4     | 1      | 0     | 0          | 5     |     | 0   | 0        | 0      | 0     | 0          | 0     |  |  |
| Risk Management   | 0        | 1     | 5      | 0     | 0          | 6     |     | 0   | 1        | 5      | 0     | 0          | 6     |  |  |
| Salt Ayre   | 0        | 3     | 2      | 3     | 14         | 22    |     | 0   | 3        | 2      | 5     | 16         | 26    |  |  |
| Service Resilience  | 0        | 3     | 0      | 0     | 0          | 3     |     | 0   | 3        | 0      | 0     | 0          | 3     |  |  |
| Tree Risk Management  | 0        | 1     | 0      | 0     | 0          | 1     |     | 0   | 1        | 0      | 0     | 0          | 1     |  |  |
| Waste and Recycling   | 0        | 0     | 0      | 17    | 0          | 17    |     | 0   | 0        | 0      | 17    | 0          | 17    |  |  |
| Williamson Park   | 0        | 2     | 0      | 7     | 0          | 9     |     | 0   | 1        | 0      | 8     | 0          | 9     |  |  |
| * BID - Collection Recovery                                   | 0        | 0     | N/A    | 4     | 0          | 4     |     | 0   | 0        | N/A    | 4     | 0          | 4     |  |  |

|                              |    |     |     |     |    |     |  |    |     |     |     |    |     |
|------------------------------|----|-----|-----|-----|----|-----|--|----|-----|-----|-----|----|-----|
| * Corporate Fraud            | 0  | 1   | N/A | 7   | 0  | 8   |  | 0  | 1   | N/A | 7   | 0  | 8   |
| * Council Tax                | 0  | 0   | N/A | 7   | 0  | 7   |  | 0  | 0   | N/A | 7   | 0  | 7   |
| * Housing Benefits           | 1  | 1   | N/A | 6   | 0  | 8   |  | 1  | 1   | N/A | 6   | 0  | 8   |
| * New Council Tax Support    | 0  | 1   | N/A | 0   | 0  | 1   |  | 0  | 1   | N/A | 0   | 0  | 1   |
| * NNDR                       | 0  | 1   | N/A | 6   | 0  | 7   |  | 0  | 1   | N/A | 6   | 0  | 7   |
| * Operations and Performance | 0  | 4   | N/A | 6   | 0  | 10  |  | 0  | 4   | N/A | 6   | 0  | 10  |
| * Revs and Bens              | 0  | 1   | N/A | 0   | 0  | 1   |  | 0  | 1   | N/A | 0   | 0  | 1   |
| Total                        | 12 | 119 | 100 | 166 | 15 | 412 |  | 11 | 137 | 57  | 166 | 17 | 388 |

|          | Red | Amber | Yellow | Green | Not Scored | Total |
|----------|-----|-------|--------|-------|------------|-------|
| Q1 25-26 | 11  | 137   | 57     | 166   | 17         | 388   |
| Q2 25-26 | 12  | 119   | 100    | 166   | 15         | 412   |
| Q3 25-26 |     |       |        |       |            |       |
| Q4 25-26 |     |       |        |       |            |       |



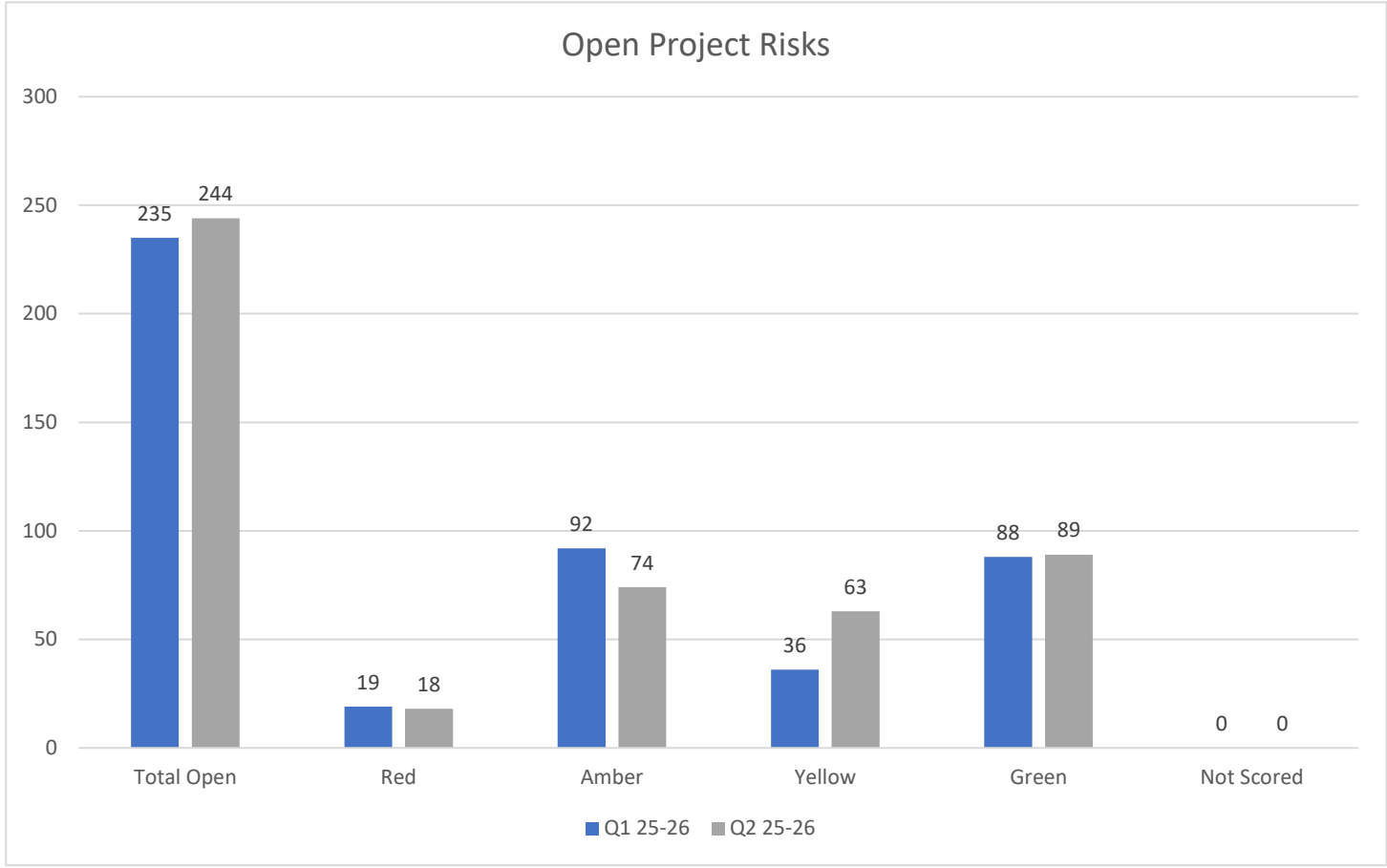
Q2 25-26 Project Risks

|   |                        | Quarter 2 25-26  |                |                  |                   |                  |            |  |
|---|------------------------|------------------|----------------|------------------|-------------------|------------------|------------|--|
| Project Name  | Project Stage          | Total Open Risks | Red Risk Count | Amber Risk Count | Yellow Risk Count | Green Risk Count | Not scored | Notes  |
| 1 Lodge Street Urgent Structural Repairs                | Delivery               | 5                | 0              | 0                | 0                 | 5                | 0          |  |
| Burrow Beck Solar Farm                                  | Delivery               | 4                | 0              | 2                | 0                 | 2                | 0          |  |
| Canal Quarter - Coopers Field                           | Detailed Business Case | 74               | 15             | 27               | 0                 | 32               | 0          |  |
| Canal Quarter Phase 3                                   | Delivery               | 7                | 0              | 1                | 5                 | 1                | 0          |  |
| Centenary House   | Delivery               | 5                | 0              | 1                | 2                 | 2                | 0          |  |
| Eden Project Morecambe                                  | Detailed Design        | 7                | 0              | 1                | 3                 | 3                | 0          |  |
| Fair Work Charter                                       | Delivery               | 6                | 0              | 0                | 3                 | 3                | 0          |  |
| Frontierland  | Delivery               | 5                | 0              | 2                | 3                 | 0                | 0          |  |
| Heysham Gateway   | Detailed Design        | 4                | 0              | 2                | 2                 | 0                | 0          |  |
| Lune Flood Protection, Caton Road                       | Feasibility            | 5                | 0              | 0                | 2                 | 3                | 0          |  |
| My Mainway  | Detailed Business Case | 41               | 3              | 18               | 0                 | 20               | 0          | Using different scoring mechanism. Figures from January 2025 |
| Our Future Coast  | Delivery               | 3                | 0              | 0                | 0                 | 3                | 0          |  |
| Outcomes Based Resourcing (OBR) / Fit for the Future    | Delivery               | 56               | 0              | 15               | 37                | 4                | 0          |  |
| Public Sector Decarbonisation Scheme Phase 3c           | Detailed Design        | 7                | 0              | 2                | 3                 | 2                | 0          |  |
| Roof Mounted Solar Array – Gateway, White Lund          | Delivery               | 6                | 0              | 1                | 1                 | 4                | N/A        |  |
| SALC Data Centre  | Detailed Design        | 3                | 0              | 2                | 0                 | 1                | 0          |  |
| UK Shared Prosperity Fund                               | Delivery               | 0                | 0              | 0                | 0                 | 0                | 0          |  |
| White Lund Depot  | Delivery               | 6                | 0              | 0                | 2                 | 4                | 0          |  |
| Williamson Park Development (Café and Play Development) | Feasibility            | 0                | 0              | 0                | 0                 | 0                | 0          |  |
| Total   |                        | 244              | 18             | 74               | 63                | 89               | 0          |  |

Q2 Project Comparison

| Quarter - Count | Total Open | Red | Amber | Yellow | Green | Not Scored |
|-----------------|------------|-----|-------|--------|-------|------------|
| Q1 25-26        | 235        | 19  | 92    | 36     | 88    | 0          |
| Q2 25-26        | 244        | 18  | 74    | 63     | 89    | 0          |
| Q3 25-26        |            |     |       |        |       |            |
| Q4 25-26        |            |     |       |        |       |            |

| Quarter - Percentage | Total Open | Red | Amber | Yellow | Green | Not Scored |
|----------------------|------------|-----|-------|--------|-------|------------|
| Q1 25-26             | 235        | 8.1 | 39.1  | 15.3   | 37.4  | 0.0        |
| Q2 25-26             | 244        | 7.4 | 30.3  | 25.8   | 36.5  | 0          |
| Q3 25-26             |            |     |       |        |       |            |
| Q4 25-26             |            |     |       |        |       |            |



Risk Appetite Scores 29.9.25

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 29<sup>th</sup> 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<br>(Cautious, Score 8-9)                 | 13  | 6   | 1     | 0   | 0          | 20    |
| Governance<br>(Cautious, Score 8-9)               | 4   | 5   | 1     | 0   | 0          | 10    |
| Operations<br>(Open, Score 10-12)                 | 100 | 42  | 9     | 4   | 13         | 168   |
| Legal<br>(Cautious, Score 8-9)                    | 13  | 9   | 4     | 1   | 3          | 30    |
| Property<br>(Open, Score 10-12)                   | 21  | 14  | 0     | 2   | 0          | 37    |
| Financial<br>(Cautious, Score 8-9)                | 89  | 40  | 6     | 4   | 3          | 142   |
| Commercial<br>(Open, Score 10-12)                 | 16  | 7   | 2     | 0   | 0          | 25    |
| People<br>(Cautious, Score 8-9)                   | 39  | 24  | 8     | 0   | 5          | 76    |
| Technology<br>(Open, Score 10-12)                 | 13  | 8   | 1     | 0   | 1          | 23    |
| Data Info and Management<br>(Cautious, Score 8-9) | 11  | 5   | 4     | 0   | 0          | 20    |
| Security<br>(Cautious, Score 8-9)                 | 13  | 8   | 0     | 0   | 0          | 21    |
| Project / Programme<br>(Open, Score 10-12)        | 59  | 29  | 3     | 1   | 4          | 96    |
| Total (by score)                                  | 391 | 197 | 39    | 12  | 29         | -     |
| Within risk appetite                              |     |     |       |     |            | 603   |
| 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.