Governance and Audit Committee	
21 July 2026	

Subject: Strategic Risk Report

Report by:	Assistant Chief Executive - Governance
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Executive Summary:

To present to Governance and Audit Committee the refreshed Strategic Risk Register for 2026/27.

Appendices to Report

- New Strategic Risk Register

RECOMMENDATION(S):

(a) That Governance and Audit Committee review and acknowledge the process for reporting Strategic Risks.

1. Introduction

1.1 Strategic risks are considered as being those faced by the Council that, if materialised, would adversely impact the delivery of corporate priorities.

1.2 This approach reflects the guidance provided by the Association of Local Authority Risk Managers (ALARM). This body advocates that strategic risks should focus on the long-term objectives of the organisation, which can be affected by areas such as financial concerns, political risks, legal and regulatory changes and changes in the physical environment.

2. Monitoring Arrangements

2.1 The strategic risks have been reviewed to align with the Council's refreshed Corporate Plan, and the internal Strategic Delivery Panels.

2.2 Ongoing monitoring and updating of these risks will be undertaken through the thematic performance reports alongside the deliverables and performance indicators. Reports will be produced for the relevant policy committee on a quarterly basis. Reporting of the Strategic Risks will also continue to be reported to the Governance and Audit Committee on a six-monthly basis.

2.3 The full list of revised strategic risks is presented at Appendix One. The first reporting of these risks to the Governance and Audit Committee after consideration by the Strategic Delivery Panels will take place in November 2026.

3. Risk Updating

3.1 To ensure that these risks are updated consistently across the three areas, a matrix and guidance are used.

3.2 The matrix is used to assess the severity of potential risks, the Council uses the following matrix based on the relationship between the likelihood and impact of risks arising.

Impact	Critical 1	4	8	12	16
	Major 2	3	6	9	12
	Minor 3	2	4	6	8
	Negligible 4	1	2	3	4
		Hardly Ever 1	Possible 2	Probable 3	Almost Certain 1
		Likelihood			

3.3 The following guidance is used to determine which classification is applied:

Likelihood	**1**	Hardly ever – less than 5% chance of happening
	2	Possible – between 5 and 35% chance of happening
	3	Probably – between 35 and 75% chance of happening
	4	Almost certain – more than 75% chance of happening
Impact	**1**	**Negligible Impact:** • Minor service disruption • Minor Injury • Financial loss < £250k • Isolated complaints
	2	**Minor Impact** • Service disruption • Loss time injury • Financial loss >£250k - £500k • Adverse local media coverage • Failure to achieve a service plan objective
	3	**Major Impact** • Significant service disruption • Major/disabling injury • Financial loss >£500k - £1m • Adverse national media coverage • Failure to achieve Corporate Plan objective
	4	**Critical** • Total service loss for a significant period • Fatality to employee, service user or other • Financial loss >£1m • Ministerial intervention in running service

3.4 This methodology enables each risk to be categorised as either low, medium or high in nature and prioritisation as regards mitigations can be applied.

3.5 Using the methodology, the Council’s Risk Management Strategy (2025-2029) sets out the requirement for risk owners to score the current (residual) risk and the target risk once mitigations have been applied.

ASSOCIATED IMPLICATIONS

Legal: None arising from this report.

Financial: FIN/33/27/TMN

None arising from this report.

Staffing: None arising from this report.

LGR implications: The Strategic Risk register records, monitors and mitigates the risks of the Council not achieving its Corporate Plan and statutory objectives. LGR related risks will be considered through the Strategic Delivery Panels and the Strategic Risk Register updated as required.

Equality and Diversity including Human Rights: Any changes to projects/services/policies would require individual Equality Impact Assessments to be carried out.

Data Protection Implications: None arising from this report.

Climate Related Risks and Opportunities: The Strategic Risk register records, monitors and mitigates the risks of the Council not achieving its Corporate Plan and statutory objectives. Climate related risks are included within this report.

Section 17 Crime and Disorder Considerations: None arising from this report.

Health Implications: The Strategic Risk register records, monitors and mitigates the risks of the Council not achieving its Corporate Plan and statutory objectives. Health related risks are included within this report.

Risk Assessment: This report is developed in line with the Risk Management Strategy 2025-29.

https://www.west-lindsey.gov.uk/my-council/how-the-council-works/key-plans-policies-and-strategies/risk-management/

Title and Location of any Background Papers used in the preparation of this report:

https://www.west-lindsey.gov.uk/my-council/how-the-council-works/key-plans-policies-and-strategies/risk-management/

Risk Management Strategy 2025-2029

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

Yes		**No**	**x**

Key Decision:

Yes		**No**	**x**