AUDIT COMMITTEE REPORT

REPORT TO:	Audit Committee		
MEETING DATE:	3 July 2025		
TITLE:	Update on Development of a Revised Risk Register		
TYPE OF REPORT:	Update and consultation		
REPORT AUTHOR:	Monitoring Officer		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY

SUMMARY:

A review has been undertaken to revise the Council's Corporate Risk Register and to identify areas to strengthen our risk management framework.

As a result of that review, a draft revised format for the Council's Corporate Risk Register has been prepared. The proposed template format is set out at Appendix A to this report, with an example risk populated in the proposed format at Appendix B.

Members are invited to consider the proposed template and provide feedback so that the review may be finalised and a final format for the Corporate Risk Register determined.

KEY ISSUES:

- Align the Risk Register with the new Pentana risk and performance management system and reporting formats
- Improve accessibility and relevance for officers and Audit Committee members
- Incorporate audit recommendations and align with sector best practice
- Establish clarity on risk ownership and accountability
- Introduce performance metrics and indicators to link in with the risks (Key Risk Indicators/Key Control Indicators)

OPTIONS CONSIDERED:

In the presentation to Audit Committee on 3 July, examples of other authorities corporate risk registers will be provided.

RECOMMENDATIONS:

Audit Committee is asked to consider and provide feedback on the development of the draft revised Corporate Risk Register as set out at Appendix A

REASONS FOR RECOMMENDATIONS:

In furtherance of the following extracts of the Audit Committee's terms of reference:

- Monitor the effective development and operation of risk management in the Council (notably through monitoring progress identified on risks included in the corporate risk register)

- Consider the effectiveness of the Council's risk management arrangements

REPORT DETAIL

1. Introduction

1.1 A review has been undertaken to revise the Council's Corporate Risk Register and to identify areas to strengthen our risk management framework. The review responds to recent audit recommendations, sector guidance (Local Government Information Unit (LGUI) and Association of Local Authority Risk Managers (ALARM)), and the implementation and functionality of the new Pentana risk management system.

1.2 The existing Risk Register is maintained in Excel and does not currently reflect best practice in terms of accessibility, linkage to corporate objectives, or assurance over controls.

1.3 The review's core objectives were to:

- Align the Risk Register with the new Pentana system and reporting formats

- Improve accessibility and relevance for officers and Audit Committee members

- Incorporate audit recommendations and align with sector best practice

- Establish clarity on risk ownership and accountability

- Introduce performance metrics and indicators to link in with the risks (Key Risk Indicators/Key Control Indicators)

2. Proposal

To consider the draft revised Corporate Risk Register as set out at Appendix A and provide feedback.

The proposed approach enhances assurance through clearer ownership and stronger controls, improves efficiency via Pentana's streamlined processes, and supports better decision-making with clearer, visual reporting. It also promotes strategic alignment with corporate objectives and strengthens compliance by addressing audit recommendations and following best practice.

3. Issues for the Audit Committee to Consider

Key Changes:

a) **Template Modernisation**

A new register format has been developed, which is similar to Breckland Council's Pentana-aligned model. This introduces clearer risk descriptions, controls, ownership, risk indicators and quarterly trend movements, and an adequacy of key control-driven action plan structure. It is designed to give a condensed 'snapshot' of the council's latest risk position at a given date.

b) **Governance Improvements**

Each risk now has a named owner (typically an Assistant Director or a Chief Officer to delegate as they see fit). Controls are rated for adequacy, and any linked actions also have target dates and owners defined. Content on existing mitigation controls and actions has been streamlined to highlight only the key controls, ensuring clarity and ease of reading.

c) **Audit Recommendations Addressed:**

- Risks are now described as '*risk events*' framed with cause (triggers) and consequences.
- Links to strategic objectives and corporate priorities have been added for each risk.
- Assurance sources, risk appetite frameworks, and clearer scoring methodologies are included.
- Formal risk management training across services for members (particularly portfolio holders) and key officers/risk owners has been identified by audit. We suggest this is incorporated into ongoing wider training plans for the roll out of the Pentana system.

d) **KRI/KCI Integration**

Key Risk Indicators and Key Control Indicators have been introduced to enable more data-driven risk management and reporting. The KRI/KCIs included within **Appendix B** are suggestions for risk-owner consideration to demonstrate how the new template would work.

e) **Alignment with Neighbouring Councils**

The template proposed is largely based on Breckland's approach, as they also use the Pentana risk management system to support their corporate risk function. Adopting this format will help promote consistency and a sense of familiarity with practices used by our neighbouring authorities.

4. Corporate Priorities

Efficient and effective delivery of our services.

5. Financial Implications

None for the purpose of this report seeking consultation feedback.

6. Any other Implications/Risks

None

7. Equal Opportunity Considerations

None

8. Environmental Considerations

None

9. Consultation

Consultation with Audit Committee is the purpose of the report.

10. Background Papers

None