

Reference	Risk Title	Impact	Likelihood	Likelihood reduction	LR Target Date	Impact Mitigation	IM Target Date	Residual Impact	Residual Likelihood	Progress Update	Risk Owner	
1 - Financial Resources	Expenditure is likely to exceed the resources available to the council triggering a report in the public interest by the s.151 officer under section 114 (3) of the Local Government Finance Act 1988.	A	4	Updated Medium Term Financial Plan (October 2025) which plans for further reductions in net expenditure to reflect real terms reduction in council funding from Fair Funding 2.0. Annual savings plan been updated and new target over the medium term. Transforming East Herts Programme to deliver efficiencies and enable customers to access services 24/7 on the web site. Reductions in non-essential capital expenditure and agreement to sell assets to realise capital receipt which will be applied to pay down debt. Revised BEAM business plan aims to support the MTFP with £200k per year		s.114 Report leading to appointment of Commissioners but also access to Government support. Requesting CIPFA support prior to reaching s.114 threshold. Requesting Government support although flexibility on capital receipts and further borrowing would be counter-productive. BEAM business plan kept under review	On-going	B	4	Savings schedule been reviewed and updated as part of the MTFP October 2025. Monthly budget meetings with Leadership Team. Updated MTFP went to October Executive. Expedited asset disposal programme commenced.	Brian Moldon	
2 - Climate Change	Lack of mitigation of and adaptation to climate changes adversely impacts of service delivery	B	4	Declaration of Climate Emergency by Council. Reducing carbon emissions from council operations - Climate Change Action Plan. Seeking to influence residents to reduce carbon footprint for the district		Adaption Plan. Business Continuity Plan Severe Weather section. Emergency Plan including specific response plans to flooding etc. Health and Safety Policy details severe weather response. Works to Great Amwell depot site taking account of flood risk assessment.		B	3	Adaption risk assessment substantially complete. Producing offsetting strategy and business case for carbon credits. All vehicles in council fleet now BEVs and in waste contract management that came in effect in May is using electric smaller vehicles and switching from diesel to hydrogenated vegetable oil (HVO) later in 2025/26 for the larger vehicles. Depot works due to go to Development Management Committee in autumn 2025. Council's carbon emissions report, which includes a discussion of routes to net zero carbon, set to be published by end of October 2026	Jonathan Geall	
3 - District Plan	District Plan not up to date leading to a developer led system, resulting in unsustainable, unplanned, piecemeal development across the district without the required supporting infrastructure such as roads, schools, healthcare facilities etc.	A	2	By Executive / Council. Budget for evidence studies in place, including reserve. Evidence base updated in line with the National Planning Policy Framework and Planning Practice Guidance. Legal requirements including the Duty to Co-operate met.	Mar-26	Programme of work agreed for the preparation on the new District Plan. Resources in place to progress the new District Plan. Duty to Co-operate complied with. New District Plan is legally compliant and in conformity with the NPPF.		Mar-26	C	2	Formal work on the new District Plan will start in 2026 under the new planning system. In the meantime, we have undertaken the following preparatory work: ▪Agreed a revised timetable for the preparation of the new District Plan in the form of a Local Development Scheme (LDS). The LDS sets out the key plan-making stages and timetable for the new District Plan and takes account of the Government's plan-making reforms. ▪Undertaken a Call for Sites - an opportunity for landowners, developers, agents and site promoters to submit sites which may be considered to have the potential for future development. ▪Produced an updated Statement of Community Involvement. ▪Developed a Strategic Vision to chart a clear and ambitious course for the district's future which will serve as the golden thread for the new District Plan, informing policies and decision-making that will shape East Herts in the years to come. Community Engagement on the Vision was planned to take place in September/October 2025, however, this has been postponed pending publication of the secondary legislation which will implement the LURA's plan-making provisions. ▪Begun work on a District Design Code. ▪Started work on updating our evidence base including – Green Belt Review, Employment Land Review, Buntingford Employment Study 2025, Open Space and Sports Facilities Assessment, Village Hierarchy Study, and LCWIP.	Sara Saunders
4 - Key Contractor	A key major contractor of the council fails meaning that services stop altogether e.g. the refuse contractor fails and streets are not swept and bins are not emptied	C	3	Monitoring of major contractors for risks of business failure. Parent Company Guarantee/Performance Bond. Contract compliance procedure should note issues locally such as recruitment freeze or other issues that may indicate financial health issues with company		Local Authority Trading Company ready to activate to take over service provision. Business Continuity Plans. Performance Bonds or parent company guarantee	On-going	C	2	Continued monitoring of positions. The new waste contract with Veolia is currently in mobilisation, and the Council will continue to monitor this as the new service is rolled out.	James Ellis	
5 - Governance	There is a governance failure caused by a lack of policies, procedures and internal controls leading to loss of legal cases on process and/or loss of assets	B	4	All Executive, Committee and Council reports require sign off by legal and finance to ensure Compliance with budget and policy framework and current legislation. List of policies maintained with review dates. Information Governance function strengthened to ensure compliance with data protection and Freedom of Information. Ensuring Equalities Impact Assessments are completed for all policies		In house legal staff in place with few vacancies therefore capacity available to address issues that arise unexpectedly. Internal audit provided by Shared Internal Audit Service using assurance mapping methodology which allows for all assurance levels to be seen and assessed. Monitoring Officer and s.151 officer work closely together and horizon scan for potential issues		D	2	Minor amendments to Constitution to reflect legislation changes made. HR policies have been amended for legislative change.	James Ellis	
6 Ransomware attack deletes data	A successful ransomware attack would render the council's IT systems completely inoperative for an extended period. This would paralyze all council operations, preventing it from collecting revenues, calculating and paying benefits, paying staff and suppliers, and executing any regulatory or enforcement actions.	A	4	We patch all systems and have updated firewalls and anti-virus software for the network. Databases are moved, operating systems use support releases, and laptops are protected with AV and firewall systems. System access requires 2-factor authentication. Staff complete mandatory data protection and cyber security training.	WiFi - completed July 2025	Rubrik backs up our on-premises systems for a duration of 42 days. The most recent three backups are retained on the Rubrik appliance located in Daneshill, and all backups, including these three, are stored in the Rubrik Cloud Vault. Rubrik identifies indicators of compromise in our backups, allowing us to either revert to a clean backup (up to 42 days old) or recover the latest backup to an isolated network environment, remove the compromise, and then restore from the backup. We also maintain snapshots on the Pure arrays. A snapshot is created on the array volume every four hours, with all snapshots retained on the array volume for one week. Additionally, we keep a consolidated snapshot per day for an additional five days. This results in six snapshots per day, which are kept for five extra days beyond the current setup, totaling 42+5 (consolidated) snapshots.	On-going	B	4	Our systems are presently undergoing scheduled updates as we transition business platforms to the New Vision system. Office Wi-Fi networks have been upgraded to deliver enhanced coverage and strengthened security. As part of our IT restructuring initiative, a dedicated cybersecurity team has been established to bolster our protective measures; nevertheless, it should be acknowledged that ransomware threats cannot be entirely eliminated. In 2024/2025, a total of 588 cyberattacks were detected and prevented, with 371 incidents successfully intercepted to date this year.	Helen Standen	
7 - Major Data Breach	A major data breach of sensitive personal data occurs causing reputational damage and the Information Commissioner to fine the Council	A	3	Mandatory staff training. Laptop/mobile device security. Confidential waste shredded		Mandatory staff training. Data Protection and Privacy Statements. Culture of reporting all breaches and learning from each breach		C	2	The Cyber Police training course has been well received and uptake has been very high. IT will provide a half yearly update on any non compliance.	James Ellis	
8 - Staff and skills	Recruitment and retention difficulties result in the lack of the right staff to deliver services leading to increased costs, service backlogs and failures. Staff are not necessarily skilled up to perform work in a digital environment and to work in an agile ways means that investment in systems and digital access channels is wasted.	B	4	Monitor recruitment activity, retention rates and impact on service delivery. Review of corporate learning and development programme in light of LGR. Commercial skills training requirements identified. Annual learning and development opportunities identified as part of the annual review process.	Ongoing to March 2026.	Reduction of vacancies and reduced agency costs. Targeted learning and development opportunities resulting in increased staff satisfaction and well being.	On-going	C	3	A revised Leadership Team structure has been taken forward to ensure decision making is taken at the most efficient and cost effective level. New structure has been implemented and a further review is underway to apply the findings further down the organisation.	Helen Standen	
9 - Lack of election candidates	As LGR reaches a conclusion, and elections are held for the shadow authority, that the District Council experiences a scarcity of people willing to stand for election and serve as councillors at the District level, especially since the District Council would only have a limited time left until it ceased to exist.	A	2	There has not been any suggestion that standing for election for the shadow authority would preclude a councillor from remaining as a councillor at District level. The risk would be reduced if the government were to legislate to do away with the need for elections at District level in 2027, which is when East Herts would next be going out to election. It is also unlikely that there would be no candidates at all willing to stand for election.	Unknown, will be for the government to decide.	So long as the council is quorate, then a scarcity of candidates would not impact on the council's ability to conduct its business per se. Senior officers could speak with group leaders to ensure that they are identifying suitable candidates for any upcoming elections.	Early 2027	B	2	Continued monitoring of position as the LGR programme reaches its conclusion.	Helen Standen	