

## **East Herts Council Report**

### **Audit and Governance Committee**

**Date of meeting: Tuesday 30 June 2026**

**Report by:** Councillor Car Brittain – Executive Member for Financial Sustainability

**Report title:** Strategic Risk Register Quarter 4 2025/26

**Ward(s) affected: (All Wards);**

**Summary** – This report provides the Committee with the corporate risk register for Quarter 4 of 2025/26 and sets out how East Herts manages these risks.

### **RECOMMENDATIONS FOR AUDIT AND GOVERNANCE COMMITTEE:**

- a) The 2025/26 quarter four corporate risk register and actions being taken to control and mitigate risk be considered and noted.

#### **1. Background**

- 1.1. The Leadership Team reviews the content of the corporate risk register quarterly and provides updates that are relayed within this monitoring report to Audit & Governance Committee.
- 1.2. The Corporate Risk Register is attached at Appendix A. The format concentrates on key risks and is very focussed on control and mitigation actions.

#### **2. Risk Register results for quarter 4**

- 2.1. Leadership Team has set a risk tolerance level. Risks above the tolerance level are actively managed and regularly reviewed to ensure that contingency and mitigation action is being taken. Risks below the tolerance line are managed by Services. Services are responsible for keeping all risks under review and taking action to reduce the impact of the risk on the Council.

Impact	Likelihood				
		1	2	3	4
	A				
	B		9	10	1, 2, 6
	C		3, 4, 7	8	
D		5			

Table 1 – Risk scores

2.2. Details of how risks are scored can be found below. Appendix A shows the comprehensive breakdown of each risk.

Likelihood	Score	Description	Likelihood of occurrence	Probability of occurrence	
	4	High	Monthly	The event is expected to occur or occurs regularly	
	3	Medium	Annually	The event will probably occur	
	2	Low	1 in 5 years	The event may occur	
	1	Very Low	Less frequently than 1 in 5 years	The event may occur in exceptional circumstances	

  

Impact	Score	Description	Financial	Reputation	Service / operation
	A	Critical	> £1m p.a.	Serious negative media	Catastrophic fall in service quality or long-term disruption to services
	B	Significant	£400,000 to £1m p.a.	Adverse national media	Major fall in service quality or serious disruption to services
	C	Marginal	£100,000 to £400,000 p.a.	Adverse local media	Significant fall in service quality
	D	Minor	< £100,000	Public concerns restricted to local complaints	Little impact to service quality

Table 2 Methodology of corporate risk scoring

- 2.3. The risk scores reflect control and mitigation measures (Residual scores) rather than the Inherent (before any action is taken to control) scores.
- 2.4. A new corporate risk relating to Local Government Reorganisation (LGR) has been added to the Corporate Risk Register (Risk 10). This reflects the increasing focus at a national level on structural reform and the potential implications for District Councils. The risk captures the financial, governance and service delivery uncertainties associated with LGR, including the potential for additional one-off costs, pressure on organisational capacity, and disruption to service delivery during any transition period. In developing this risk, consideration has been given to views expressed by Members at the last meeting in February, where it was felt that Risk 9 should be enhanced to more explicitly reflect the impact on frontline service delivery arising from the demands placed on management time. The new risk therefore provides a broader and more explicit articulation of these impacts at a corporate level.
- 2.5. All other risks on the corporate risk register remain unchanged following this review.

### **3. Risk Training**

- 3.1. Since the last report, targeted risk management training has been delivered to both officers and Members to strengthen understanding and application of the Council's risk framework. A dedicated morning session was held on 9 June 2026 for the Leadership Team and their direct reports. The session was designed to provide a practical understanding of the core principles of risk management, including identifying and articulating risks, assessing likelihood and impact, and ensuring that risk considerations are integrated into decision-making and service delivery. It also covered roles and responsibilities, the importance of embedding a positive risk culture, and what effective risk management looks like in practice.
- 3.2. This approach was mirrored in the Member training session held on 18 June 2026, which was open to all Members and mandatory

for those on the Audit & Governance Committee. Both sessions were important in strengthening a shared understanding of risk management across the organisation, supporting more effective scrutiny by Members and improving the quality and consistency of risk identification and reporting by officers. Collectively, this activity forms a key step in enhancing the Council's overall risk maturity and ensuring that risk management supports informed decision-making and good governance.

#### **4. Implications/Consultations**

##### **Community Safety**

None

##### **Data Protection**

The topic features within the corporate risk register.

##### **Equalities**

The topic features within the corporate risk register.

##### **Environmental Sustainability**

Climate change features within the corporate risk register.

##### **Financial**

Not specific but risk management can provide protection of budgets from unexpected losses. Better governance can be demonstrated, and the annual audit plan is risk based.

##### **Health and Safety**

Not specific but risk management can provide a safer environment across the District and all services for the benefit of the public, staff and our contractors.

##### **Human Resources**

None

##### **Human Rights**

None

## **Legal**

Not specific but legal matters feature within the corporate risk register.

## **Specific Wards**

None

## **5. Background papers, appendices and other relevant material**

### 5.1. Appendix A - Corporate Risk Register

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