

Risk Reference Risk Title	Risk Owner	Impact	Likelihood	Likelihood reduction	Target Score	Impact Mitigation	Movement Direction	Residual Impact	Residual Likelihood	Progress Update
1 - Financial Resources - Expenditure exceeds the resources available to the Council, caused by continued reductions in external funding, increasing service demand, and inflationary pressures, which could lead to the s.151 Officer issuing a Section 114(3) notice, triggering a public interest report and significant financial and governance consequences.	Director for Finance, Risk and Performance	A	4	The Updated Medium Term Financial Plan (March 2026) sets out reductions in net expenditure to address ongoing real-terms reductions in Council funding. The annual savings plan has been refreshed, establishing new savings targets over the medium term. The Council continues to deliver efficiency improvements and modernise service delivery, including expanding digital access so customers can self-serve 24/7 and reducing reliance on more costly traditional channels. Non-essential capital expenditure has been reduced, and asset disposals have been approved to realise capital receipts that will be used to pay down debt.	B 3	A Section 114 report would require the appointment of Commissioners but may also enable access to Government support. CIPFA support is being sought ahead of reaching any Section 114 threshold to ensure robust financial oversight. Government support is being explored, although greater flexibility on capital receipts or borrowing could be counter-productive at this stage. A revised BEAM business plan is scheduled for further update in 2026/27.	← →	B	4	The savings schedule has been reviewed and updated within the 2026/27 Budget papers. Monthly budget monitoring meetings with the Leadership Team are ongoing. The updated Medium Term Financial Plan was presented to the February 2026 Executive. The asset disposal programme is continuing. The BEAM business plan is being drafted and will come to members in 2026/27.
2 - Climate Change - Lack of mitigation of and adaptation to climate changes (a) requires expenditure to amend services and/or (b) requires new services, both/either putting financial pressure on the council	Director for Communitites	A	4	Declaration of Climate Emergency by Council Reducing carbon emissions from council operations - Climate Change Action Plan Building adaptation into service design Seeking to influence residents to reduce carbon footprint for the district	B 3	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	4	Increase in recognition that Amwell depot site still without planning permission despite earlier projected timeline Adaption risk assessment complete. All vehicles in council fleet now BEVs and in waste contract management that came in effect in May is using electric smaller vehicles and has switched from diesel to hydrotreated vegetable oil (HVO). Council's carbon emissions report, which includes a discussion of routes to net zero carbon, has been published.
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.	Director for Place	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.	C 2	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.	← →	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. •Commenced 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, LCWIP, Bishop's Stortford Employment Study 2026, and Strategic Flood Risk Assessment (SFRA). •Applied for New System Plan Funding. •Committed to publishing our notice of intention to commence local plan preparation by 30 June 2026. •Committed to publishing our Gateway 1 self-assessment by 31 October 2026.
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	All Directors	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	C 2	Business Continuity Plans Performance Bonds or parent company guarantee Undertaking of contract management	← →	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. Continue to provide contract management training to officers
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	Director for Communitites	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	D 1	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. Member Constitution Working Group to be reformed. This will able a wider review of the Constitution to ensure good governance.
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.	Director for IT	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.	B 3	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.	← →	B	4	Our systems are currently undergoing scheduled updates as we transition business platforms to the New Vision system. We have successfully completed a £630k investment, modernising infrastructure with Windows 10/11, a VDI rollout, and next-generation firewalls. As part of our IT restructuring initiative, a dedicated cybersecurity team has been established to bolster our protective measures; however, ransomware threats cannot be entirely eliminated. Attempted cyberattacks on UK local authorities rose by 300% between 2022 and 2024.
7 - Major Data Breach - A major data breach of sensitive personal data occurs causing reputational damage and the Information Commissioner to fine the Council	Chief Executive	A	3	Mandatory staff training Laptop/mobile device security Confidential waste shredded	C 1	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.
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.	Director for Place	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.	C 3		← →	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.
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.	Chief Executive	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.	B 2	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.	← →	B	2	Continued monitoring of position as the LGR programme reaches its conclusion.

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10 - Local Government Reorganisation - The Government's Local Government Reorganisation (LGR) programme results in structural changes to local authorities, creating uncertainty and placing significant demands on capacity. This may lead to additional one-off costs, disruption to service delivery, loss of key staff, reduced organisational focus on current priorities, and weakened financial resilience during the transition period.	Chief Executive	A	3	Active engagement in county-wide LGR discussions and programme development Representation on relevant boards / working groups Early financial planning through Medium Term Financial Plan (including provision for one-off costs) Workforce planning and organisational development to support transition Regular reporting to Leadership Team and Members	B 3	Maintain adequate reserves to manage one-off transition costs Clear programme governance arrangements for LGR activity Prioritisation of statutory and high-risk services during transition Communication strategy for staff and Members to support retention and stability	New Risk	B	3	The Council is continuing to monitor national policy developments relating to LGR and is engaging in county-wide discussions. Initial provision for potential one-off costs has been included within the Medium Term Financial Plan. Work is ongoing to assess the potential impact on services, staffing, and governance arrangements, although there remains significant uncertainty regarding implementation timelines and final structure.