

FINANCE, AUDIT AND RISK COMMITTEE
11 June 2025

***PART 1 – PUBLIC DOCUMENT**

TITLE OF REPORT: REPORT ON RISK MANAGEMENT GOVERNANCE (YEAR-END UPDATE)

REPORT OF: DIRECTOR - RESOURCES

EXECUTIVE MEMBER: RESOURCES

COUNCIL PRIORITY: ALL

1. EXECUTIVE SUMMARY

To provide the Committee with an update on the effectiveness of the Risk Management Governance arrangements at the Council. The review is referred on to Cabinet and the Committee can make recommendations on how we can improve our risk management arrangements.

The highest strategic risks are the four over-arching risks of Financial Sustainability, Resourcing, Cyber, and Local Government Reorganisation and Devolution, as well as the project risks for Churchgate, Engaging the Community on our Finances, Waste and Street Cleansing Contract, and Leisure Centre Decarbonisation. All Corporate Risks were reviewed during the six-month period October 2024 to March 2025, with updates to completed and planned mitigating activities.

During the six-month period, the risk scores for two project risks were reduced - Waste and Street Cleansing Contract (from 9 to 8) and Engaging the Community on our Finances (from 8 to 7) – although both are still assessed as high risk. The overarching risk of Local Government Reorganisation and Devolution was also introduced (by Cabinet, as part of the Quarter 3 Council Delivery Plan report).

2. RECOMMENDATIONS

- 2.1. That Finance, Audit and Risk Committee note and provide recommendations to Cabinet on this year-end Risk Management Governance update, for referral on to Full Council.

3. REASONS FOR RECOMMENDATIONS

- 3.1. Cabinet has responsibility for ensuring the management of risks.
- 3.2. This Committee has responsibility to monitor the effective development and operation of risk management.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. There are no applicable alternative options.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1. Consultation has been undertaken with Leadership Team and the Risk and Performance Management Group (RPMG). The Executive Member for Finance and IT (now Resources), as Risk Management Member Champion, the Chair of Finance, Audit and Risk Committee and the Chair of Overview and Scrutiny Committee are invited to RPMG meetings, as well as key officers and members of both committees. Lead officers discuss risks with the relevant Executive Member.

6. FORWARD PLAN

- 6.1. This report does not contain a recommendation on a key Executive decision and has not been referred to in the Forward Plan.

7. BACKGROUND

- 7.1. In March 2022, Cabinet agreed that risks impacting on the delivery of the Council Plan and linked key projects would be reported to the Overview and Scrutiny Committee (O&S), along with details of key performance indicators. This forms part of the established Council Delivery Plan process and performance monitoring arrangements. The Finance, Audit and Risk Committee (FAR) focuses on its role (as set out in the Constitution) of “monitor[ing] the effective development and operation of risk management”. To achieve this, the Committee receives a mid-year (in December/January) and end of year (in June) report.
- 7.2. The Executive Member for Finance and IT (now Resources), in their role as the Risk Management Member Champion, is a regular attendee at quarterly RPMG meetings. The items discussed at these meetings inform the content of related committee reports.
- 7.3. The RPMG is chaired by the Director – Resources, the Officer Champion for Risk Management, who is responsible for the risk management function at a strategic and operational level. This function is delivered by the Controls, Risk and Performance Manager and the Performance and Risk Officer, including the provision of training and support to officers and Members.
- 7.4. Hertfordshire County Council (HCC) delivers the Council’s insurance services and their Risk and Insurance Manager attends RPMG meetings. This enables the Council to obtain an insight into emerging risks and issues at both HCC and other Hertfordshire local authorities. The SIAS Head of Assurance also attends RPMG meetings, helping to inform understanding of wider risk issues.
- 7.5. These reports provide a wider commentary on risk, a broader understanding of risks and mitigations, and assurance that risk governance arrangements are working and effective risk management processes are in place.

- 7.6. When the Committee considered the year-end report for 2023/24, there was a request for further information on risk mitigations. This was included in the mid-year report and again, at paragraph 8.2.6 of this report.

8. RELEVANT CONSIDERATIONS

8.1. RISK MANAGEMENT GOVERNANCE

- 8.1.1. The Councils Risk Management Framework requires us to:

- Identify and document key risks in all areas of our business, understand them and seek to proactively manage them.
- Assess each risk, identify existing controls, and further actions required to reduce the risk.
- Have Business Continuity Plans in place for each of our service areas, which identify the key functions, what the risks are and how they can be mitigated to allow them to continue operating.
- Develop capacity and skills in identifying, understanding, and managing the risks facing the Council.
- Regularly review the Risk Management Framework and update it in line with statutory and best practice requirements.

- 8.1.2. Changes to the Risk Management Framework were reported to this Committee in January 2025 as part of the mid-year update and were approved by Cabinet on 14 January 2025.

8.2. Risk Identification and Assessment

- 8.2.1. Leadership Team and Cabinet are responsible for the Corporate Risks, with Cabinet ensuring these risks are managed appropriately and proportionately. These key risks are those that cut across the delivery of all services, relate to key projects, or could significantly affect the delivery of Council objectives. They are likely to require a high-level of resources to manage and need to be monitored at a strategic level.
- 8.2.2. The reporting of Corporate Risks to Cabinet, via quarterly Council Delivery Plan updates, allows details of the top risks facing the Council to be monitored. The half-yearly reports on risk management governance (to FAR and Cabinet) help to provide assurance over the processes that are in place to support risk management.
- 8.2.3. In March 2024, Cabinet decided that there would be 11 Council Delivery Plan projects and 3 over-arching Corporate Risks. Each Council Delivery Plan project has a risk assessment in place to determine the major risks to the delivery of the project and the mitigating actions required. The majority of the projects were carried forward from the previous Council Delivery Plan, although the scope of the waste and street cleansing project was changed from contract award to contract mobilisation and the scope of the leisure centre works project was changed to the delivery of all works forming part of the Public Sector Decarbonisation Scheme bid. There were new projects relating to Engaging the Community on our Finances and a new skate park at King George V

recreation ground, Hitchin. In March 2025, Cabinet approved a further over-arching Corporate Risk entitled Local Government Reorganisation and Devolution.

8.2.4. The following diagram highlights the definitions of likelihood and impact used in the Risk Management Framework:

4 Likelihood High (3) Impact Low (1) Chance of it happening -More than 60% Consequences - Minor	7 Likelihood High (3) Impact Medium (2) Chance of it happening - More than 60% Consequences - Noticeable effect on the Council	9 Likelihood High (3) Impact High (3) Chance of it happening - More than 60% Consequences - Significant impact on the Council
2 Likelihood Medium (2) Impact Low (1) Chance of it happening – between 20 – 60% Consequences - Minor	5 Likelihood Medium (2) Impact Medium (2) Chance of it happening – between 20 – 60% Consequences – Noticeable effect on the Council	8 Likelihood Medium (2) Impact High (3) Chance of it happening – between 20 – 60% Consequences – Significant impact on the Council
1 Likelihood Low (1) Impact Low (1) Chance of it happening – less than 20% Consequences - Minor	3 Likelihood Low (1) Impact Medium (2) Chance of it happening – less than 20% Consequences – Noticeable effect on the Council	6 Likelihood Low (1) Impact High (3) Chance of it happening – less than 20% Consequences – Significant impact on the Council

8.2.5. The most recent Council Delivery Plan monitoring report contains the following risks, which have been plotted on the Corporate Risk Matrix to show a visual risk profile of the Plan:

Likelihood	3 - High	4	7 - Engaging the Community on our Finances	9 - Financial Sustainability - Local Government Reorganisation and Devolution - Resourcing
	2 - Medium	2 - King George V Skate Park - Oughtonhead Common Weir	5 - Local Plan Review - Resident/Public EV Charging in our Car Parks - Town Centre Strategies	8 - Churchgate - Cyber Risks - Leisure Centre Decarbonisation - Waste and Street Cleansing Contract
	1 - Low	1 - Pay on Exit Parking	3	6 - Digital Transformation
		1 - Low	2 - Medium	3 - High
		Impact		

8.2.6. The risks can also be assessed in the context of mitigating actions, including those that have been completed. Where mitigating actions are completed, there would be an expectation that these would have some impact on the risk score. The current completed actions and proposed mitigating actions are detailed below for each of the Council Delivery Plan high level risks. Actions completed since the mid-year update are in ***bold italics*** to indicate how mitigating activity is progressing.

Risk Title/ Risk Scores	Completed Mitigating Actions	Ongoing Controls and Mitigating Actions
Churchgate Current: 8 Target: 6	<ul style="list-style-type: none"> - Secured both freehold and leasehold ownership. - Project Board appointed (November 2022). - Lead consultant (Lambert Smith Hampton) appointed (June 2023). LSH supported by design and transport consultants. - Appointed communications agency support (PLMR). - Detailed project risk log created. Issues log also created. - SIAS audit of Churchgate - Ongoing Project Assurance (reported May 2024). Recommendations implemented. - Engagement plan developed and approved by Project Board (July 2024). - Formal engagement process commenced September 2024 and ended November 2024. 	Controls: <ul style="list-style-type: none"> - Communications and consultation plan in place, which is kept updated. - Decisions explained, including that there will need to be compromises. - Financial and expert consultancy support is in place to provide expert advice and help us to move the project forward. - Cost effectiveness/value for money is a key part of assessing and developing options. Project Management Controls: <ul style="list-style-type: none"> - Regular Project Board meetings. - Project risk log and issues log regularly updated.
Waste and Street Cleansing Contract Current: 8 Target: 6	<ul style="list-style-type: none"> - New contract will change to 3-weekly collections. - Robust inflationary models used. - Included management mechanisms for anticipated changes in law. - New contract drafting to manage legislative and statutory guidance changes. - Workshops with Members to consider options for reducing/changing specification requirements. - Dialogue with bidders on reduced/changed specification requirements. - Project Board (Procurement) established. - Independent legal advice sought on draft statutory guidance. - EV charging feasibility assessments undertaken. - Secured use of Letchworth depot. - Pre-contract award uncertainty relating to Waste costs referenced in the MTFs 2024-29. - Procured new long-term Materials Recovery Facility contract, thereby removing previous cost uncertainty relating to this contract. - Procured new fleet vehicles. Will be delivered and on site for start of contract. 	<ul style="list-style-type: none"> - Project Risk Log in place and reported to Project Board. - Support from consultants, and project management support from East Herts. - Remaining uncertainty relating to Waste contract costs referenced in the MTFs 2025-30. - Project Board (Mobilisation) in place and meets regularly. - Service Director - Place to ensure Leadership Team sufficiently considers resource needs of the project. - Risks relating to the development/integration of online forms being managed via the Digital Transformation project. - Development of a comprehensive Communications Plan and a budget setting bid to support delivery of related project comms. - Installation of 10 new EV charging points at Works Road depot. Due to be completed prior to start of contract.

Risk Title/ Risk Scores	Completed Mitigating Actions	Ongoing Controls and Mitigating Actions
Leisure Centre Decarbonisation Current: 8 Target: 6	<ul style="list-style-type: none"> - Project Board established. - Dedicated Project Manager appointed. - Detailed Project Risk Log created and reported to Project Board on an ongoing basis. - Appointed Quantity Surveyor to oversee NHC's interests. - Project Board decision to draw down Year 1 grant funding and place early orders for plant and materials including Air Source Heat Pumps and Solar PV, prior to entering the construction contract. - Council decision on 15 January 2025 to proceed with the design and order of larger, bespoke heat pumps and to approve additional forecast capital and ongoing revenue costs, whilst noting the ongoing project risks associated with this decision. 	<ul style="list-style-type: none"> - Weekly Project Team meetings. - Regular Project Board meetings. - Engagement with Planning. - Regular communication with Salix regarding grant change request and meeting grant conditions. - Discussions with DNO and regular updates on applications. - Contracts to include required savings guarantees and post-installation verifications. - Clarify grant funding implications if carbon savings are not achieved. - Communicate planned disruption to users, highlighting the wider aims of the project, and consider the need for a formal Communication Plan.
Engaging the community on our finances and how we spend our money, via the 'Prioritising our Pounds' Digital Budget Hub Current: 7 Target: 2	<ul style="list-style-type: none"> - Launched the Digital Budget Hub to communicate with those that are most engaged. - Started conversations with Executive Member and Shadow Executive Member over broad format of consultation. - Government confirmation of three-year settlement from 2026/27 onwards. 	<ul style="list-style-type: none"> - Influence Government to ensure they deliver the needed budget certainty, and ideally improved funding. - Continue with communications to maintain engagement and also get more sign-ups.
Resourcing Current: 9 Target: 8	<ul style="list-style-type: none"> - Carry-forward of staffing underspend to help deliver some priorities. - Work on Baldock Fire recovery has subsided. - Council Delivery Plan reviewed for 2024/25 with a reduction in number of projects. - Recruitment website updated to make it more attractive to applicants. - Some success in recruiting to previously hard to fill roles, although still some continuing issues in certain areas. - Pressures identified in the budget setting process for 2025/26 for additional staffing, including training posts. - Joined in with the national recruitment campaign for councils led by the LGA. 	<ul style="list-style-type: none"> - Consider getting in additional staffing resource (especially where New Burdens funding available). - Signposting to external resources and support. - Process automation. - Continue HR projects to help make the Council a more attractive place to work and make the recruitment process easier. - Continue to review the Council Delivery Plan to ensure resources are targeted at those projects that are the highest priority and stop/delay work on those that are a low priority.

Risk Title/ Risk Scores	Completed Mitigating Actions	Ongoing Controls and Mitigating Actions
<p>Cyber Risks Current: 8 Target: 8</p>	<ul style="list-style-type: none"> - In-house fully functional Disaster Recovery solution. - SLA from broadband provider in place (although loss of broadband service is out of our control). - Financial Risk identified for 2025/26 to fund services to aid recovery, "Ransomware attack results in the write-off of some IT hardware and infrastructure" (Low Risk/£200K). - 2022/23 SIAS audits of IT Hardware (Reasonable assurance), Phishing (Reasonable assurance) and Cyber Risk (Reasonable assurance). - V3 laptop rollout completed for staff. - Implemented IT Hardware audit recommendations. - Test Immutable Cloud Back-up - Phase 1. - Implemented Immutable Cloud Back-up - Phase 2. - IT Information Team Leader and Technical Operations Manager completed the Certified Information Security Manager course. - Implemented Phishing audit recommendations. - Implemented Cyber Risk audit recommendations. - New email monitoring system Mimecast implemented and live. Backup server for mail routing in the event of attack on Microsoft 365 in place. - Windows 11 operating system with Microsoft Defender now deployed. - Mimecast system now used to conduct more sophisticated Phishing Simulations. - Website Access Control and Monitoring upgrade completed. - 2024/25 SIAS audits: Cyber Security Supply Chain Management (Reasonable assurance), Cyber Governance and Culture (Reasonable assurance). - The Council has introduced a Cyber Resilience Board, which includes key officers and elected Members, and meets quarterly. - The Council will not now appoint a Chief Information Security Officer. IT Manager to undertake the role of principal security officer as Cyber Security Lead. 	<p><u>Key Controls/Mitigations</u></p> <ul style="list-style-type: none"> - Technology in place to cover systems being interrupted or damaged, and data being corrupted or erased: Computer virus (Realtime Virus Protection/Defender updated), Malware (Realtime Monitoring), Computer hacking (Firewalls/Admin restrictions). - Internal detailed IT risk register in place, which is continually monitored/updated, as individual ongoing risks are identified. (Ongoing) - Cyber Awareness training for all staff, including new requirement for annual refresh. - Continual evaluation and development of cyber policies and threat analysis. - Implementation of 2024/25 SIAS audit recommendations. <p><u>Response Options</u></p> <ul style="list-style-type: none"> - Successful cyber-attack would be managed by a complete disconnect, with no/limited service available until the breach is fixed. IT would have responsibility for initiating this. - Power failure would be managed by the generator/UPS, with a limited service available. - For Ransomware, go to backup and rebuild all devices. Ransomware policy discussed by February 2025 Cyber Board. In line with Government recommendations, no ransom will be paid.

Risk Title/ Risk Scores	Completed Mitigating Actions	Ongoing Controls and Mitigating Actions
Financial Sustainability Current: 9 Target: 5	<ul style="list-style-type: none"> - MTFS for 2025-30 agreed by Council in September 2024. - <i>Set budget for 2025/26, which identified additional pressures and incorporated revised funding assumptions.</i> - Government confirmation of three-year settlement from 2026/27 onwards. 	<ul style="list-style-type: none"> - Revise funding projections as a result of formula changes and insight of future direction. - MTFS sets out a strategy for addressing funding gaps, including how difficult service funding decisions will need to be made. - Regular budget monitoring to highlight any issues. - Budget consultation to ensure savings reflect resident priorities.
Local Government Reorganisation and Devolution Current: 9 Target: 5	<ul style="list-style-type: none"> - <i>The Council is part of the County-wide White Paper Working Group, which aims to provide the information required for a decision on future structure.</i> - <i>Staff have been provided with regular updates and chances to ask questions, this has included reassurance that services will still need to be delivered under any structure.</i> 	<p>Controls and Further Mitigating Activities:</p> <ul style="list-style-type: none"> - To support White Paper Working Group sub-groups with providing relevant information for North Herts. - Continued support for staff. - Engagement and communication with stakeholders to seek views on outcomes and explain outcomes. - Maintain processes for decision making and ensure decisions are taken in the best interests of North Herts (irrespective of future structure).

8.2.7. In addition to Corporate Risks, we also document and review service risks. As of 31 March 2025, there were 41 service risks. Twelve of these were rated as high (red) risks, 17 as medium (amber) risks and 12 as low (green) risks. The high rated risks related to:

- Procurement Risks
- Open Space in Major New Developments
- Unauthorised Encampments on NHC Land
- Sale of Recyclable Materials
- Kimpton Water Table
- Delivery of the Waste Collection and Street Cleansing Services Contract
- Waste Transfer Infrastructure
- EV Charging Points
- Resilience of and increasing demands on Environmental Health
- Increased Levels of Homelessness
- Virgin O2 2G Network Shutdown
- Waste Depots

8.3. Review of Risks

8.3.1. Risk reviews are scheduled within Ideagen (our performance and risk software), with automated reminders sent to assigned officers when risks are due to be reviewed. In line with Risk Management Framework (RMF) requirements, red risks are reviewed most regularly – every 3 months, with amber risks every 6 months and green risks being reviewed at least once a year. The Performance and Risk Officer assists service areas to ensure that information is captured in line with the RMF.

8.3.2. As of 31 March 2025, there were a total of 56 risks on the risk register. All of these had risk reviews scheduled in accordance with the RMF. During the six-month period October

2024 to March 2025, which followed the six-month period previously reported in the mid-year update, 83 risk reviews took place, with 75 (90%) of these taking place in line with strict RMF requirements. Of the eight reviews that were late, five were less than one week late. For the three reviews that were more than one week late, ranging from 16 to 28 days late, reasons for the delay have been investigated. The main reasons were resourcing and waiting for/collating information to allow a more accurate review to be undertaken. Of the eight late reviews, four related to Corporate Risks, with three of these being less than one week late.

8.4. New and Archived Risks

8.4.1. During the six-month period to 31 March 2025, three new risks were created. These were:

- **Local Government Reorganisation and Devolution:** New Corporate Risk (included in the Council Delivery Plan) describing key risks associated with local government reorganisation and devolution and setting out key activities to control/mitigate these.
- **Agency workers' rights after 12 weeks:** Where agency workers exceed 12 weeks working at NHC, the risk of not applying their right to the same basic working and employment conditions they would have received if they were directly recruited.
- **Virgin O2 2G Network Shutdown:** The risks to Careline's dispersed alarm systems associated with the planned Virgin O2 2G network shutdown.

8.4.2. During the six-month period to 31 March 2025, 13 risks were archived. All of these related to either existing risks being updated and replaced for the current year, completed Council Delivery Plan projects or projects that had been subsequently removed from the current Council Delivery Plan.

8.4.3. These risks and the reasons for archiving are summarised in Appendix A.

9. Insurance Review

9.1. Hertfordshire County Council continues to handle the Council's insurance arrangements under a shared service arrangement. The Council's insurance policies were renewed from 1 April 2025. Unfortunately, once again, due to the rising cost of claims in the insurance market, rates were increased by the liability and motor insurers.

9.2. The Council transfers some financial risks to its insurers. Public liability insurance provides the Council with insurance cover for claims made by the public for personal injury and/or property damage. These types of claims are subject to a £10,000 excess that is charged to the responsible service area. Areas that have been subject to a claim are identified and wherever possible, action is taken to prevent future damage to property or personal injury. As of 31 March 2025, there were three outstanding public liability claims against the council.

9.3. The Municipal Mutual Insurance (MMI) Scheme of Arrangement was triggered in 2013, and the Council now pays 25% of any new claims dating back to the period that MMI

was the Council's insurer (1974 to 1993). The Council's Financial Risks make provision for any new claims and any further levy demands relating to the period that MMI were the Council's insurers. As of 31 March 2025, there were no outstanding claims with MMI.

- 9.4. The Walsworth Community Centre suffered severe flood damage in September 2024. The claim for damage to the building was settled for the sum of £34,750 by the Council's insurers.

10. Business Continuity and Emergency Planning

- 10.1. For Emergency Planning, a shortage of volunteers (e.g., to be used to open and staff a Rest Centre or to act as Site Liaison Officers) had already been identified prior to the flooding in Hitchin, so recruitment and training of more staff volunteers was in progress. Since the flooding incident, volunteer numbers have increased but still looking to recruit more.
- 10.2. Training sessions have included British Red Cross training on Reception Centres, Introduction to Emergency Planning sessions and training for new Tactical/Site Liaison Officer volunteers. Training through the Local Resilience Forum (LRF) included a Major Incident Exercise for CEXs, Directors.
- 10.3. A Groundwater Flood Alert for Kimpton from the Environment Agency was issued in March 2024 and cancelled in June 2024. A further alert was issued in December 2024, which remained in place until May 2025. Work has continued with Hertfordshire County Council to ensure that there are fully developed plans in place in case there is groundwater flooding in Kimpton. A site visit took place in January 2025 and multi-agency meetings have been held regularly.
- 10.4. Johnson Matthey is an upper-tier Control of Major Accident Hazards (COMAH) site in Royston. An External Emergency Plan is in place for the site. A site visit was arranged for the Chief Executive and Directors to attend. NHC Officers attended a multi-agency LRF exercise facilitated by HCC to test the External Emergency Plan.
- 10.5. A Cyber Incident Business Continuity Response Plan has been drafted to provide guidance on the corporate business continuity response in the event online systems become unavailable. During this year, there will be a training exercise linked to the plan.
- 10.6. Other areas of focus during 2025/26 will be updates to the pandemic plan (linking to the LRF plan and forthcoming exercises), a Widespread Power Outage Business Continuity Plan (linked to a LRF framework) and an Adverse Weather Business Continuity Plan.

11. Health and Safety

- 11.1. Following concerns over certain packages received by the Council, which thankfully proved harmless, we reviewed and updated our bomb/suspicious packages procedures. These are available to all staff and councillors on SharePoint.
- 11.2. Following instances of members of the public gaining access to the council offices via the rear entrance, we issued reminders to staff and councillors of the need to make sure

the building is kept secure. Although there have been no further reported incidents, this is not a particularly easy thing to manage and relies on staff and councillors always following the guidance provided.

- 11.3. Discussions were held on the best ways to keep officers safe when they are lone working, especially when carrying out enforcement roles. Technological solutions are available, but these need a mobile signal, which is not available in some rural areas. We consulted with East Herts District Council (EHDC), as they have similar issues in respect of lack of mobile signals. EHDC use a device that uses a combination of GPS and Wi-Fi tracking alongside integration with What3Words. This information has been passed to managers with remote working staff, who are looking at a trial. The lone working policy also includes lower technology solutions e.g., making others aware of schedules and agreed check-in times.

12. Actions for 2024/25 and 2025/26

- 12.1. The mid-year update detailed the following key actions for 2024/25 to enhance our Risk Management processes:

Action	Due Date	Progress
Undertake the annual review of Risk Management Framework documentation.	31/12/24	Completed and approved by Cabinet on 14 January 2025.
Assess how well the cyclical attendance of Service Directors at RPMG works.	31/12/24	Completed – cyclical attendance is taking place and allows broad risk coverage with expert input.
Senior Managers Group (SMG) review of emerging risks and opportunities.	31/12/24	Completed – reviewed by SMG at a meeting in early 2025.
Training for O&S (also open to other Members) on using Ideagen.	30/09/24	Completed - the offer of training was made. The demand for this type of training to be re-visited at regular intervals.
Training for FAR (also open to other Members) on carrying out a risk assessment.	30/09/24	Completed - other training was prioritised and this training took place in advance of a FAR meeting in early 2025.
Continue to refine the Council Delivery Plan.	31/03/25	This will continue as an ongoing activity.

12.2. The following key actions for 2025/26 aim to further enhance our Risk Management processes:

Action	Due Date	Progress
Undertake the annual review of Risk Management Framework documentation.	31/12/25	This is scheduled to take place in September/October 2025. Review outcomes should be reported to the RPMG in November 2025 and to relevant committees in December 2025.
Training exercise linked to the Cyber Incident Business Continuity Response Plan.	31/12/25	Plan close to being finalised, and training is being planned.
Senior Managers Group (SMG) review of emerging risks and opportunities.	31/03/26	This is likely to be undertaken in early 2026, to await publication of wider information on emerging risks e.g., Global Risks Report 2026, National Risk Register 2026.
Updates to Emergency and Business Continuity plans, as detailed in Section 10.	31/03/26	Waiting for information from other sources (e.g., LRF) before commencing.

13. LEGAL IMPLICATIONS

13.1. The Committee's Terms of Reference include "to monitor the effective development and operation of risk management and corporate governance, agree actions (where appropriate) and make recommendations to Cabinet" (Constitution 10.1.5 (t)).

14. FINANCIAL IMPLICATIONS

14.1. There are no direct financial implications arising from this report.

15. RISK IMPLICATIONS

15.1. Good risk management supports and enhances the decision-making process, increasing the likelihood of the Council meeting its objectives and enabling it to respond quickly and effectively to change. When taking decisions, risks and opportunities must be considered.

15.2. The Risk Management Framework requires the Finance, Audit and Risk Committee to consider regular reports on the Council's risk management governance arrangements. Failure to provide the Committee with regular updates would conflict with the agreed Framework and would mean that this Committee could not provide assurance to Cabinet that the Council has appropriate risk management governance arrangements in place to manage risks effectively.

16. EQUALITIES IMPLICATIONS

- 16.1. In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.
- 16.2. There are no direct equality implications relating to this report. Reporting on the management of risk provides a means to monitor whether the Council is meeting stated outcomes of district priorities, its targets, and is delivering accessible and appropriate services to the community to meet different people's needs. The Council's risk management approach is holistic, taking account of commercial and physical risks. It should consider the risk of not delivering a service in an equitable and accessible manner, especially to its most vulnerable residents, such as those who are homeless.

17. SOCIAL VALUE IMPLICATIONS

- 17.1. The Social Value Act and "go local" requirements do not apply to this report.

18. ENVIRONMENTAL IMPLICATIONS

- 18.1. There are no known Environmental impacts or requirements that apply to this report.

19. HUMAN RESOURCE IMPLICATIONS

- 19.1. The proposed Resourcing risk highlights the potential impact on staff of taking on new tasks.

20. APPENDICES

- 20.1. Appendix A – Archived Risks (October 2024 to March 2025)

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22. BACKGROUND PAPERS

- 22.1. None.