Herefordshire Council

Title of report: Risk Management Update Q1 2026/27

Meeting:	**Cabinet**
Meeting date:	**Thursday 24 September 2026**
Cabinet member:	**Councillor Stoddart, Finance and Corporate Services**
Report by:	**Director of Finance**
Report author:	**Director of Finance**

Classification

Open

Decision type

Non-key

Wards affected

All Wards

Purpose

To provide an update on the status of corporate risks at the end of Quarter 1 2026/27 (June 2026) and provide assurance that risks are being managed effectively across the council.

Recommendation(s)

That Cabinet:

a) **Approves the updates to the Corporate Risk Register and actions to mitigate identified risks at Quarter 1 2026/27; and**

b) **Approves the Risk Appetite Statement for 2026/27.**

Alternative options

1. Cabinet may choose not to review the council's corporate risks. This is not recommended as risk management is an integral part of the council's governance arrangements and decision-making processes and is fundamental to the successful delivery of strategic objectives.

Further information on the subject of this report is available from
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Key considerations

2. The revised Risk Management Strategy and Risk Appetite Statement 2025/26 were approved by Cabinet in June 2025. The Strategy sets out the approach and principles of risk management, outlining the council's risk appetite, to inform the management of risks by Members and Officers across the council.

3. The Corporate Leadership Team (CLT) have undertaken a review of the Corporate Risk Register (included at Appendix A) at 30 June 2026 to update risk scores, consider the adequacy of control measures and mitigating actions and identify new threats and opportunities to the delivery of the objectives and priorities of the Council Plan 2024-28.

4. The Risk Appetite Statement forms part of the risk management framework and defines the level of risk appetite for each of the council's key risk categories. The Statement has been reviewed by CLT and Cabinet for 2026/27; no changes are proposed.

5. To support the quarterly update, CLT and Cabinet continue to monitor risks throughout the year to ensure appropriate and proportionate controls are in place as part of the risk management framework and internal control framework.

6. Updates to the Corporate Risk Register at Quarter 4 2025/26 were approved by Cabinet in July 2026. At Quarter 1, no new risks have been identified for inclusion in the Corporate Risk Register.

7. The scores of each of the 9 corporate risks have been reviewed by the relevant Risk Owner, supported by discussion and oversight by CLT. There are no proposed changes to the risk scores at Quarter 1.

8. Following extreme weather conditions across Herefordshire, and nationally, since the quarter end, the council is working to strengthen arrangements with key external stakeholders and partner agencies to support and co-ordinate response plans. This will ensure consistency across the county in arrangements to prepare for and manage the consequences of extreme weather events including flooding and wildfires.

9. In addition to the review of the Corporate Risk Register, CLT members are engaged in activity to review and monitor Directorate, Service and Project level risk registers and embed the revised Strategy across the council.

10. The council's 2026/27 Internal Audit Plan has been reviewed to ensure it is aligned to the refreshed Risk Strategy and risks identified in the Corporate Risk Register. The revised Plan was approved by Audit & Governance Committee in July 2026.

11. The council will continue to monitor risk management arrangements and will assess as part of the council's governance framework. This assessment will be review through the Annual Governance Statement process and presented to the Audit & Governance Committee as part of the statutory accounts.

12. Risk management arrangements have been reviewed by external auditors as part of the Annual Auditor's Report with no significant weakness or improvement recommendations identified.

Community impact

13. Effective risk management is essential to the delivery of the priorities set out in the Council Plan. Specially, the Council plan commits the council to ‘develop a Corporate Risk Strategy to improve the process for managing corporate and directorate risks’.

Environmental Impact

14. Herefordshire Council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire’s outstanding natural environment.

15. Whilst this is a report for information and will have minimal environmental impacts, consideration has been made to minimise waste and resource use in line with the council’s Environmental Policy.

Equality duty

16. The Public Sector Equality Duty requires the Council to consider how it can positively contribute to the advancement of equality and good relations, and demonstrate that it is paying ‘due regard’ in our decision making in the design of policies and in the delivery of services.

17. The mandatory equality impact screening checklist has been completed for this activity and it has been found to have no impact for equality. It is recognised that each identified individual corporate risk may have its own individual impacts on equalities or assessed as a risk due to its effect on equality. These are monitored as part of the ongoing individual service or project delivery. Effective risk management arrangements will ensure the council complies with its equality duties.

Resource implications

18. There are no specific resource implications from the report itself.

Legal implications

19. Cabinet is responsible for approving the Risk Management Strategy and is accountable for ensuring that a corporate risk register is established and maintained, including details of actions to mitigate identified risks, and that this is regularly monitored.

Risk management

20. This is a report to review the Corporate Risk Register and risk management arrangements at Quarter 1 2026/27.

Consultees

21. None.

Appendices

Appendix A Corporate Risk Register Quarter 1 2026/27
Appendix B Risk Appetite Statement 2026/27

Background papers

None.