



Title of report: Risk Management Strategy

Meeting: Cabinet

Meeting date: Thursday 5 June 2025

Report by: Cabinet member finance and corporate services;

Classification

Open

Decision type

Non-key

Wards affected

All Wards

Purpose

To approve the Risk Management Strategy and Corporate Risk Register.

Recommendation(s)

That:

- a) **The Risk Management Strategy 2025/26 and Risk Appetite Statement are approved by Cabinet; and**
- b) **The risks identified in the revised Corporate Risk Register are agreed as those of significant, strategic and cross-cutting importance to be managed and monitored in 2025/26.**

Alternative options

- 1. Cabinet may choose not to approve the Risk Management Strategy. 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.

Key considerations

- 2. Activity to review and update the council's risk management arrangements was undertaken in 2024/25 to update the Risk Management Strategy and strengthen the management and monitoring of risks across the council.

3. This activity has included feedback from the council's external risk management consultants, Corporate Leadership Team Risk Management workshops, facilitated by the council's Internal Auditor's Chief Technical Advisor for Risk and Head of Internal Audit, and engagement with Cabinet Members and Audit & Governance Committee.
4. A revised Risk Management Strategy has been completed, incorporating a new Risk Appetite Statement which defines the level of risk the council is willing to accept to deliver the priorities of the Herefordshire Council Plan 2024-28 and annual Delivery Plan (2025/26).
5. The Strategy sets out the approach and principles of risk management, outlining the council's risk appetite, risk management objectives and confirms the roles and responsibilities of elected Members and Officers across the council.
6. Risk management takes place across the council at Corporate, Directorate and Service levels and activity will continue in 2025/26 to review the council's risk management framework which outlines the processes and activities by which risks are identified, evaluated, managed, monitored and reported, in line with the revised Risk Management Strategy.

Community impact

7. 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

8. 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.
9. 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

10. 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.
11. 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.

Resource implications

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

Legal implications

13. Cabinet is responsible for approving the Risk Management Strategy.

Risk management

14. This is a report to approve the council's Risk Management Strategy and Corporate Risk Register.

Consultees

15. Regular updates on the development of the Risk Management Strategy and the council's approach to risk management arrangements have been provided to Audit & Governance Committee throughout 2024/25.

Appendices

- Appendix A Risk Management Strategy 2025/26
- Appendix B Corporate Risk Register 2025/26
- Appendix C Equality Impact Screening Checklist

Background papers

None identified.