

Public
Key Decision – No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Corporate Risk Register

Meeting/Date: Corporate Governance Committee
26 November 2025

Executive Portfolio: Executive Councillor for Governance &
Democratic Services
Cllr Jo Harvey

Report by: Corporate Director – Finance and Resources

Wards affected: All

Executive Summary:

This report provides an update on the Corporate Risk Register and presents a heat map relating to the current residual risk scores and a summary report. It provides the Committee with the opportunity to comment on and offer challenge to the Corporate Leadership Team as part of the active management of risks.

The Committee is

RECOMMENDED

To comment on the reports in the appendices and progress with risk management.

1. PURPOSE OF THE REPORT

- 1.1 This report informs the Committee of the approach and work undertaken on the Corporate Risk Register including the latest heat maps relating to the corporate risks.

2. WHY IS THIS REPORT NECESSARY

- 2.1 Effective Risk Management is a critical part of the organisation's governance. The Corporate Risk Register identifies those areas where the Council should take action to mitigate its exposure and informs the annual plan for Internal Audit.
- 2.2 Presenting the Risk Register to each meeting of the Committee is an integral part of the overall governance process as set out in the Council's Risk Management Strategy.

3. CURRENT CORPORATE RISK REGISTER

- 3.1 There has been no change to the Corporate Risk Register scoring since the last reporting period. This is not a reflection on the lack of activities being undertaken to improve or introduce new controls. A breakdown of the actions and/or activities that have taken place for those risks with targets has been provided below:

- 3.1.1 **CORP0006 Resilience** - Bronze level Local Authority Liaison Officer (LALO) training was conducted on the 16 October 2025 to 20 staff members who were selected for their skill sets. The training forms the completion of having trained emergency response personnel at the Gold (strategic), Silver (tactical) and Bronze (operational) levels, forming the command structure for decision making during an emergency which requires a joint services response. Continuous training will be taking place to ensure a skilled workforce for emergency response remains. Testing of business continuity plans has started with Exercise Running Duck being conducted on 18 September 2025 with more being planned. However, due to being in the early stages of the testing phase and further training being rolled out to staff the likelihood score of 3 which is "may occur only occasionally" will remain until confidence within the response is built and any lessons learnt communicated and acted upon. As the response matures through testing the likelihood rating shall be reviewed for feasibility of reducing the score to 2 which is "do not expect it to happen but it is possible".

- 3.1.2 **CORP0008 Regulatory** - The Council will maintain strategic oversight of legislative changes through horizon scanning, Statutory Officer meetings, regular meetings of an internal Governance Board and the Senior Leadership Team, ensuring timely updates to governance frameworks and reporting to the Corporate Governance Committee. Monitoring of these activities will be ongoing for effectiveness.

- 3.1.3 **CORP0009 Fraud** - Fraud, bribery and corruption risk workshops have been planned and will be ran from November throughout December 2025 to equip staff with the knowledge and skills with identifying, assessing and

treating fraud, bribery and corruption activities that could occur within their service areas. This forms part of the Anti-fraud, Bribery and Corruption Strategy 2025 -2028.

- 3.1.4 **CORP0010 Data Protection** – Internal Audit actions 3702 and 3703 that can be seen in item 6 Appendix 3 are linked to this risk, both actions are currently in progress and being monitored by the internal audit team for action owners to provide regular updates. The risk scores shall be reviewed on the completion of these actions.
 - 3.1.5 **CORP0012 Staffing** – A Workforce Strategy to proactively address the evolving skills and capabilities required in the future workforce is in progress. The strategy is designed to ensure the Council remains competitive in attracting, retaining, and nurturing talent, while fostering a culture of well-being, happiness, and inclusion. It aims to offer varied and fulfilling career pathways that are adaptable to the dynamic nature of the modern workplace. Recognising that investing in our people is key to securing the best talent, the strategy places a strong emphasis on staff development and growth. The Workforce Strategy is structured around three core pillars which are Attraction and Retention, Engagement, and Well-being which collectively support the Council's ambition to be an employer of choice. The Workforce Strategy is being rolled out with a target date of August 2026 to become a business-as-usual activity.
 - 3.1.6 **CORP0017 Safeguarding** - Mandatory safeguarding training for both children and adults has been implemented for all employees. Completion rates are actively monitored by the Learning and Development team and regularly reported to the Safeguarding Governance Board. In addition, specialist safeguarding training is being delivered to designated employees where role-specific responsibilities require enhanced knowledge and capability.
 - 3.1.7 **CORP0018 Equality, Diversity and Inclusion (EDI)** - An EDI group is currently being formed with a target date 31 December 2025. The EDI group will assist and support the monitoring and reviewing of this risk.
 - 3.1.8 **CORP0019 Local Government Reorganisation (LGR)** - As reported to the Committee at its last meeting, Officers have undertaken an enterprise-wide review of the risks arising from LGR. An LGR risk register has been established with 12 risks documented with associated controls and risk actions appointed to owners. The Democracy, Governance & Risk Workstream continues to meet regularly, and is chaired by the Chief Executive of Huntingdonshire District Council. Full Council met on 15 October 2025 and approved the establishment of a new LGR decision making forum.
- 3.2 The Risk Manager has undertaken enhancements to the 4Risk and 4Action platforms to strengthen the overall risk management process. System resilience has been improved through the identification of appropriate risk assignees and the allocation of additional support roles to assist risk owners in monitoring and reviewing risks effectively.

- 3.3 Training on the 4Risk system is currently being rolled out across services to ensure that service-level risk registers remain accurate and up to date. This is a critical step in supporting the Risk Consolidation, Aggregation, and Assessment activities outlined in Section 4.2.2.

4. RISK MANAGEMENT STRATEGY

- 4.1 A review of the current Risk Management strategy is currently being undertaken by the appointed Risk Manager and is currently being shared with Managers and Heads of Service for comments and feedback. This approach is intended to obtain buy-in to the strategy at a service level.

- 4.2 As part of the review of the current strategy three areas for refinement were identified. The Orange Book: Management of Risk – Principles and Concepts include these areas as part of the risk management. The areas that were identified were:

4.2.1 **Risk Appetite** - Provides a structured framework for informed decision-making, enabling the organisation to pursue its strategic objectives with clarity and confidence. By defining optimal, tolerable and exceeded risk levels, it supports consistent governance, reduces uncertainty, and ensures resources are prioritised effectively.

4.2.2 **Risk Consolidation, Aggregation and Assessment** - Refers to the systematic process of bringing together individual risks from across the council's operations, combining them to understand their cumulative impact, and evaluating their significance in relation to strategic objectives. This approach is essential for effective governance as it enables the Council to identify interdependencies, spot emerging risk trends, and ensure that risk exposure is within acceptable levels. By consolidating and assessing risks holistically, the Council can make more informed decisions, allocate resources more efficiently, and enhance resilience against potential disruptions ultimately supporting better service delivery and public accountability.

4.2.3 **Risk Assurance** – As part of the organisation's increased utilisation of specialist risk management software, the Risk Manager is undertaking work to document the first, second and third lines of defences within 4Risk software to aid the reporting process. This will be reported to Corporate Governance Committee in due course.

5. RISK APPETITE

- 5.1 The risk appetite is currently defined as "The Council's appetite for risk will be considered as 'exceeded' when the residual risk score has a score of 15 or above in accordance with the Council's risk scoring matrix.
- 5.2 Work is currently ongoing to define the suitable risk appetite scales for each risk category and will be submitted to the Governance Board and subsequently this Committee for review and approval once complete.

6. RISK CONSOLIDATION, AGGREGATION AND ASSESSMENT

- 6.1 Risk consolidation, aggregation and assessment are essential components of a robust governance framework. Risk consolidation refers to the process of gathering all identified risks from across the Council's departments, services and projects into a single, unified register which is managed on the 4Risk software. This approach will ensure that no significant risk is overlooked and provides a comprehensive view of potential threats to the council's objectives. By maintaining a consolidated risk register, the Council can monitor risks consistently and ensure accountability for their management.
- 6.2 Risk aggregation builds on this by grouping related risks to understand their combined impact. For example, several risks affecting financial stability may individually appear manageable, but when aggregated, they could represent a significant threat to the Council's budget and service delivery. Aggregation will allow the Council to identify common themes and interdependencies, enabling more strategic and efficient mitigation measures. This approach helps prevent services from managing risks in isolation, particularly where certain risks may have a cross-cutting impact on multiple service areas. By consolidating and aggregating risks, the council ensures a coordinated response and avoids duplication of effort. Reports can be generated directly from the 4Risk system and distributed to relevant subject matter experts and Heads of Service for review, promoting accountability and informed decision-making across the Council.

7. RISK ASSURANCE

- 7.1 The Three Lines Assurance Model in the Orange Book provides a structured approach to clarify roles and responsibilities for managing risk and delivering assurance. It divides activities into three distinct layers: the first line (management and operational teams) owns and manages risks as part of day-to-day operations; the second line (oversight functions) provides guidance, monitoring, and challenge to ensure risk management practices are effective; and the third line (independent assurance, typically Internal Audit, Committees or Boards) offers objective evaluation of governance, risk, and control processes. This model promotes accountability, reduces duplication, and ensures comprehensive coverage of risks. Its benefits include improved transparency, stronger governance, and better alignment of assurance activities with organisational objectives, enabling informed decision-making and efficient use of resources.
- 7.2 However, while the three lines of assurance model provides an ideal framework for effective risk management, its successful implementation depends on the availability of appropriate resources to support the second and third line activities. Assurance over risk controls requires not only clear roles and responsibilities but also sufficient capacity and capability to deliver independent oversight and validation. Therefore, resource allocation will be strategically aligned with priority risk areas, ensuring that assurance efforts are focused where they are most needed and can deliver the greatest value.

8. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES

- 8.1 Effective risk management is a key aspect of ensuring that the Council is efficient and sustainable service delivery.

9. RESOURCE IMPLICATIONS

- 9.1 Risk Management is now provided by the Risk Team.

LIST OF APPENDICES INCLUDED

Appendix 1 – Corporate Risk Summary

Appendix 2 - Heat Maps

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