



REPORT of CHIEF EXECUTIVE

to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
18 SEPTEMBER 2025

REVIEW OF CORPORATE RISK – QUARTER 1

1. PURPOSE OF THE REPORT

- 1.1 The Risk Management Policy requires this Committee to undertake a quarterly review of the Corporate Risk Register as assurance that the corporate risks are being managed effectively.
- 1.2 Online versions of all previous risk reports as well as the live Risk Dashboard and the Risk Management Policy are available to view on the [MDC Members SharePoint site](#).

2. RECOMMENDATIONS

- (i) That Members review the Corporate Risk Register in **APPENDIX 1** and provide comment and feedback for consideration;
- (ii) That Members review progress of the Corporate Risk Mitigating actions in **APPENDIX 2** and provide comment and feedback for consideration;
- (iii) That Members are assured through this review that corporate risk and is being managed effectively;
- (iv) That Members challenge risk where the Committee feels that the Council's corporate goals may not be achieved.

3. SUMMARY OF KEY ISSUES

- 3.1 **APPENDIX 1** shows a summary and detailed table of the Corporate Risk Register, the latest ratings and officer commentary. The control strength of each risk as including any active mitigating actions. Note: Risk controls are an *embedded* action / process that help control or minimise the likelihood and/or impact of the risk.
- 3.2 In June 2025 the Corporate Risk Policy was refreshed and adopted; amendments included simplifying the document, setting a target risk score and a corporate response to each risk. This has enabled a detailed review of the risk register considering the policy changes.
- 3.3 Risk 11 - Uncertainty of the cost of living crisis impacts - **Closure recommended** due to the risk originating from when the impact on the Council from high and rising inflation was unknown. However now there is more national economical certainty and any impact has been managed within the services, which will continue.

- 3.4 **Rating Changes:** Risk 4 - Damage caused to the Council's reputation associated with delays to planned infrastructure delivery in the District by third parties which was due to mitigate approved development - Rating decreased based on risk policy grading guidance, where the level of reputational impact would be of a local coverage where likelihood of this would not be certain or constant.
- 3.5 As of Q4 2024/25 the corporate risk process has fully migrated to a new internal monitoring system, whilst all risks and supporting detail have been migrated like for like some IDs may have changed when comparing to historic reports.
- 3.6 Service level risks are identified and monitored in Service Plans by the relevant Service Plan Owners. They may then be escalated as a corporate risk, if deemed appropriate and necessary, to committee level for consideration.

4. CONCLUSION

- 4.1 Overall, no major Corporate Risk concerns have been raised. Work continues to ensure all risks are mitigated, and where possible, working towards their closure.
- 4.2 All Risk Management criteria is set out in the Risk Management Framework.

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028

- 5.1 It is important that risk is monitored and managed effectively, to ensure that Maldon District Council progresses towards and/ achieves its stated priorities.

6. IMPLICATIONS

- (i) **Impact on Customers** – Those risks in the Corporate Risk Register are defined as having a wider impact on our customers and delivery. The monitoring and mitigation of these will reduce the impact on customers.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk (including Fraud implications)** – If risk is not managed effectively by the Council, it puts the Councils strategic delivery at risk and increases unnecessary exposure to potential, operational, reputational, or regulatory consequences.
- (iv) **Impact on Resources (financial)** – All risk management is undertaken within existing planned budget. Exceptions being for a potential enactment of a recommendation outside of pre-defined resource.
- (v) **Impact on Resources (human)** – All risk management is undertaken within existing planned budget. Exceptions being for a potential enactment of a recommendation outside of pre-defined resource.
- (vi) **Impact on Devolution and Local Government Reorganisation** -If risk is not managed effectively by the Council, it puts the Councils strategic delivery at risk and increases unnecessary exposure to potential, operational, reputational, or regulatory consequences

Background Papers: None.

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