



REPORT of CHIEF EXECUTIVE

to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
22 JANUARY 2026

REVIEW OF CORPORATE RISK – QUARTER 2

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.
- (v) That the wording of Risk 6 – From, Failure to meet the affordable housing need, be changed to and more accurately represent the corporate risk to the council: 'Unable to secure sufficient and appropriately sized affordable housing to meet local need due to market conditions, development viability, and reliance on external delivery partners from Quarter Three 2025/26.

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 **Changes:** Risk 6 – Failure to meet the affordable housing need - From Quarter Three (Q3) 2025/26, this risk will be altered to more accurately represent the corporate risk to the Council: 'Unable to secure sufficient and appropriately sized

affordable housing to meet local need due to market conditions, development viability, and reliance on external delivery partners’.

- 3.3 **Reduction:** Decrease in likelihood for 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.

Was	Now
4 Likelihood and 3 Impact	3 Likelihood and 3 Impact

- 3.4 **Reduction:** Decrease in both likelihood and impact for Risk 6 – Failure to meet the affordable housing need

Was	Now
4 Likelihood and 5 Impact	2 Likelihood and 4 Impact

- 3.5 **Reduction:** Decrease in both likelihood and impact for Risk 8 – Unable to recruit and retain staff with specific skills sets in specialist areas to meet the demands of the service

Was	Now
4 Likelihood and 4 Impact	3 Likelihood and 3 Impact

- 3.6 **Reduction:** Decrease in both likelihood and impact for Risk 12 – Lack of temporary accommodation and social housing to cope with demand.

Was	Now
4 Likelihood and 4 Impact	2 Likelihood and 3 Impact

- 3.7 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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