



**REPORT of  
CHIEF EXECUTIVE**

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**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 Council's 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 Council's strategic delivery at risk and increases unnecessary exposure to potential, operational, reputational, or regulatory consequences

Background Papers: None.

Enquiries to: Doug Wilkinson, Chief Executive Officer.