

BROMSGROVE DISTRICT COUNCIL

Audit, Governance and Standards Committee

17th of February 2026

Corporate Risk Update Quarter 3 2025/26

Relevant Portfolio Holder	Councillor Nock
Portfolio Holder Consulted	Yes
Relevant Head of Service	Debra Goodall, Assistant Director of Finance and Customer Services
Report Author	Job Title: Assistant Director Corporate Services and Transformation Contact: Hannah Corredor email: Hannah.corredor@bromsgroveandredditch.gov.uk
Wards Affected	All
Ward Councillor(s) consulted	N/A
Relevant Strategic Purpose(s)	Aspiration, work and financial independence
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. SUMMARY

This report sets out Council activity to identify, monitor and mitigate risk at a corporate level.

2. RECOMMENDATIONS

The Audit, Standards and Governance Committee is asked to:

1. Consider the strategic risks and mitigations detailed in the Corporate Risk Register.
2. Consider the changes to risk scores, owners/lead officers and the removal and/or addition of risks.
3. To confirm that the Committee is assured of the new access capabilities of the Council's 4Risk dashboard system on Power BI, the improvement process that has been underway and to endorse the continuation of this work.

3. KEY ISSUES

Background

- 3.1 The Corporate Risk Register must continue to ensure that the Council's most significant strategic risks in relation to achievement of corporate priorities and objectives are identified, managed, monitored and reported. The Council have been seeking to improve

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our risk management activities and have undertaken a review of all Corporate risks and our wider system of governance. This has included:

- 3.2.1 Review:** All Assistant Directors have reviewed their Corporate Risks with their Service Managers. Worcestershire Internal Audit Shared Service were then asked to review and feedback all 14 Corporate Risks. The next steps for this element will be to undertake an audit of operational risks in core areas of the business. This will commence in March be led by the shared Audit service.
- 3.2.2** In addition, it is also proposed that as part of the Prepare phase for Local Government Reorganisation, the Audit conduct an independent review of our risk management system and governance, and Risk Management Strategy. This review will look at how we can strengthen our risk management framework and ensure sound processes are in place throughout the organisation. A refreshed strategy and action plan can consider how our approach may need to adapt with the appointment of Shadow Authorities in 2027.
- 3.2.3 LGR:** In addition, for LGR a risk register will be developed at a cross-county level for the management of shared risks across all authorities in Worcestershire. This is initially the responsibility of the Finance workstream under the Preparations phase of LGR, attended by our 151 officer and overseen by the Board of Chief Executives. Further updates will be brought when the development of this has commenced.
- 3.2.4 Access:** It is proposed that the Risk Champion and the Chair of Audit & Governance are enabled to access the risk register through Power BI from February to support strategic oversight. After exploring options, we have built a virtual environment on Power BI that provides members with just this, using the same platform and technology that we are increasingly using across performance. Power BI is a Microsoft technology that is frequently used in all Microsoft suite organisations and is likely to continue to be the self-service business intelligence platform of choice long into the future. The virtual environment has been designed to be intuitive; however, training and support can be provided where required.
- 3.2.5 Training:** This upcoming financial year, we will also be refreshing our training offer for staff across the Council to be trained directly on our 4Risk system and in good risk management.

The Definition of a Corporate Risk

- 3.3** The following definition of how risks move from being “departmental” to being “corporate” in nature was recommended by the CRMOG approved by CLT:

*“For a **Risk** to move from being ‘**departmental**’ in nature to being ‘**corporate**’ in nature it **must have significant impact on Councils finances, be cross departmental in nature, and/or result in serious reputational damage.** The Officer Risk Board will vet departmental risks using this definition to move them to Corporate Risks at their quarterly meetings.”*

Corporate Risks

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3.3 Corporate Risks are summarised in the following table. All risks were reviewed by the Internal Auditor and their feedback has been actioned in the below.

Risk Title	Risk Owner	Risk Lead	Inherent	Residual
Non-Compliance with Health and Safety Legislation	Guy Revans	Hannah Corredor	20	9
Financial Resilience of the Council and ability to manage financial shocks	Julie Lorraine	Debra Goodall	16	6
Protection from Cyber Attack	John Leach	Mark Hanwell	25	16
Adequate Workforce Planning	Hannah Corredor	Becky Talbot	12	9
Resolution of Section 24 Notice	Debra Goodall	Debra Goodall	6	6
Bromsgrove DC Being placed into special measures due to quality of planning application decisions	Ruth Bamford	Dale Birch	9	6
Bromsgrove DC: Delivery of Levelling Up Programme	Rachel Egan	Rebecca McElliott	12	8
Cost of Living Crisis	Judith Willis	Lisa Devey	12	9
Failure to meet waste requirements of the Environment Act 2021	Guy Revans	Simon Parry	16	16
Local Government Reorganisation (LGR) prevents the Council from delivering business as usual & work associated with LGR is also ineffective	John Leach	Hannah Corredor	20	12
The statutory requirement to have a Section 151 officer might not be met	John Leach	Debra Goodall	16	9
Bromsgrove DC being Placed in Special Measure for Speed of Plan Making	Ruth Bamford	Michael Dunphy	12	8
Risk of Terrorist Attack	Judith Willis	Bev Houghton	8	8
Compliance with the Procurement Act 2023	Claire Felton	Claire Green	9	4

3.5 There have been the following changes since the Q2 report. Committee are also asked to note the changed Lead and Owner names across the risk register due to changes in staffing and roles and responsibilities. As the table below highlights, a number of the existing risks have been revised due to impacts of mitigations in those areas.

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Risk	Reason	Residual risk score
COR0002 Financial Resilience of the Council and ability to manage financial shocks	No material changes. Updated to reflect ongoing governance controls through Audit and Governance Committee.	6 – Low
COR0004 Management of Contracts	<p>Contract management risk was included in the risk register previously in relation to a specific contract; the SLM Leisure Contract. The risk on that contract is now significantly reduced to business as normal due to settlement negotiations nearing conclusion. This risk relating to the one specific contract originally sat with Claire Felton as the previous Head of Property Services. Rachel Egan is now responsible for this area.</p> <p>It should also be noted that the responsibility for contract management more generally sits with every officer across the Councils who utilise contracts in their every -day work.</p>	Closed
COR0006 Protection from Cyber Attack	<p>The content of this risk reflects central government's view of cyber risks to all local authorities in the UK. Whilst we continue to implement improved cyber defences, these will have limited control over a potential state sponsored attack (as evidenced in some of the attacks against other councils and private sector companies). This does not negate the need for us to apply continued mitigation to all threats where possible using technical methods and training our staff and council Members.</p> <p>Some Members have not completed cyber training. They have been reminded to complete this as a matter of urgency. Additional training and support has been made available.</p> <p>Preparing for a cyber-attack against us with business continuity plans that are fully tested, remains a key component to delivering critical services during and after, any attack.</p>	16-High (increased from 12)

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COR0007 Adequate Workforce Planning	This risk now reflects the embedding of workforce planning into our annual Service Business Planning process. The risk rating remains the same but is under close review as the impact of LGR become clearer.	9 – Med
COR0009 Bromsgrove DC Being placed into special measures due to quality of planning application decisions	Monitoring of published statistics shows a slight increase in the rate of decisions overturned on Appeal (rising from 5.6% in June 2025 to 6.2% in December 2025, and where performance above 10% presents the risk of designation). The inherent risk score has been adjusted accordingly, and the risk now appears as Amber. The increase arises because of a falling number of major decisions (as opposed to an increasing number of appeals lost) so efforts to increase the throughput of applications are being refocused. Other mitigations have been enhanced including strengthened checks on decisions and closely tracking appeals. The residual risk remains tolerable.	6 - Low to 9 – Med (Increase)
COR0010 Bromsgrove DC: Delivery of Levelling Up Programme	The risks for the Town Deal (Redditch) and Levelling Up Fund (Bromsgrove) were previously combined as one risk. They have now been separated so that there are separate risks for each Council.	9 – Med
COR0012 New Customer Facing Interface	<p>This risk has been closed because the Project to deliver a single customer portal no longer exists. This is primarily because the data that it would have rendered to the public is not of efficient quality (the authority now has data specialists looking at this problem). Certain business applications either have their own customer portal or are looking to implement one soon.</p> <p>The priority to deliver LGR, replaced the need to implement a corporate customer portal and the Unitary Authority could replace what was implemented if we had continued.</p>	Closed
COR0013 Failure to meet waste requirements of the Environment Act 2021	Updated to show progress on tender of joint contract between BDC/RBC/WFDC, and expectation that this will not be possible to award due to WFDC making arrangements to withdraw from the process (awaiting Council decision 11/2/26 to confirm).	16-High

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	<p>This is linked to Government decision to incorporate the on-going revenue funding for the new service in the Settlement Award, rather than as a dedicated grant as previously expected. As the overall settlement award has not increased on 2025/26 funding levels, this creates a significant financial shortfall linked to the implementation of new services.</p> <p>BDC are now working up mobilisation options to reflect the reduced level of funding available and give options on how to proceed, noting the feedback that the Council has received from WFDC regarding what was to be a joint procurement exercise.</p> <p>The Council has previously written to DEFRA to ensure they are sighted on the matters faced by the local authority. This dialogue is ongoing. It is noted that some other local authorities have also separately written to DEFRA regarding the circumstances they face regarding implementation.</p> <p>The actions have been updated following any decision by Wyre Forest District Council to not continue with the joint procurement exercise with BDC and RBC. The risk owners and lead have been changed to increase the seniority. The Risk level remains High, noting the statutory implementation date is April 2026.</p>	
COR0014 Local Government Reorganisation (LGR) prevents the Council from delivering business as usual and work associated with LGR is also ineffective	This has been updated to reflect the new phase we have entered, with the Transforming Worcestershire proposal submitted in November 2025 and public consultation launching in February 2026. The new AD Transformation & Corporate Services begun work at the end of 2025. Programme governance for the preparations phase is in place, with monthly meetings of the Chief Executives in place and regular meetings of the key workstreams: HR, IT leads, Monitoring Officers, 151 officers. Residual risk remains the same.	12 – Med New
COR0016 The statutory requirement to have a Section	This is a new risk entry on the corporate Risk Register. Ten mitigations are in place, including appointment of an experienced interim CIPFA qualified Section 151 Officer, live recruitment for a permanent 151, oversight by SLT and	9 – Med New

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151 officer might not be met	enhanced capacity in Finance. The residual risk will remain until a permanent officer is in post.	
COR0017 Bromsgrove DC being Placed in Special Measure for Speed of Plan Making	This is a new risk entry on the corporate Risk Register. The Risk has been assessed as a medium risk at this stage as there is no indication that the Council will be placed in special measures for plan making providing it continues to prepare a Local Plan. There are many challenging elements in plan making both in trying to implement a new plan making system which has yet to be formally introduced, and considering the possible impact Local Government Reorganisation may have on planning. A new timetable for the local plan will need to be prepared once that is in place it will be possible to track progress more accurately on the Local Plan.	8 – Med New

Service (departmental) Risks

3.6 There are 48 service risks identified on the '4Risk' system; an increase of one since the last period. These are summarised in the following table:

Service Area	Last period	Red following mitigation	Last period	Amber following mitigation	Last period	Green following mitigation	Total number of risks last period	Total number of risks
Customer Services			1	1			1	1
Benefits			1	1	3	3	4	4
Revenues	1	1	2	1	1	2	4	4
Finance			2	2	1	1	3	3
Environmental Services			5	4	1	1	6	5
Leisure & Cultural Srvcs			1	1			1	1
Regen. & Property Srvcs			3	4	2	2	5	6
ICT			2	2			2	2
Planning			1			1	1	1
Housing			9	9	7	7	16	16
Community Services			1	1	2	3	3	4
HR					1	1	1	1
Total departmental risks	1	1	28	26	18	21	47	48

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4. Legal Implications

- 4.1 No Legal implications have been identified.

5. Financial Implications

- 5.1 Effective risk identification, and management of those risks, is integral to the delivery of effective and efficient services to residents and businesses. Risk impacts can be both financial and reputational.
- 5.2 The Council spends significant sums insuring itself and must also hold Reserves to mitigate the costs of risks should they happen. A comprehensive Risk Management approach ensures risk and its consequences, including financial ones, are minimised.

6. Strategic Purpose Implications

Relevant Strategic Purpose

- 6.1 A comprehensive Risk Management approach ensures risk and its consequences is minimised for the Council.

Climate Change Implications

- 6.2 The green thread runs through the Council plan. This includes risks linked to activities and actions that link to our climate.

7. Other Implications

Customer / Equalities and Diversity Implications

- 7.1 If risks are not mitigated it can lead to events that could have Customer/Equalities and Diversity implications for the Council.

Operational Implications

- 7.2 Risks are inherent in almost all the Councils operational activities and therefore significant risks need to be identified, monitored and mitigated.

Governance implications

- 7.3 The Corporate Risk Management Officer Group is chaired by the Council's Senior Information Risk Officer (SIRO) who is the Deputy Chief Executive and Chief Finance Officer. The group is made up of the key heads of service and meet quarterly to review the register. The risk register is reported to both the Senior Leadership Team and the Corporate Leadership Team every three months and/or additionally when a new risk is identified or a risk rating has fundamentally changed.

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8. Risk Management

- 8.1 The Corporate Risk Register includes high level risks. Each risk is rated between 1 and 5 as to how likely it is to occur and also between 1 and 5 as to the potential financial and/or reputational impact. The product of these two numbers gives the initial rating. Mitigation is then put in place to help reduce the risk rating.

AUTHOR OF REPORT

Name: Hannah Corredor, Assistant Director, Corporate Services & Transformation
E Mail: hannah.corredor@bromsgroveandredditch.gov.uk