

BROMSGROVE DISTRICT COUNCIL

Audit, Governance and Standards Committee

8th June 2026

Corporate Risk Update Quarter 4 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. RECOMMENDATIONS

The Committee is asked to RESOLVE to:

1.1 Consider the strategic risks and mitigations detailed in the Corporate Risk Register.

1.2 Consider the changes to risk scores, owners/leads, and removal/addition of risks.

2. BACKGROUND

2.1 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 has been seeking to improve our risk management activities and have undertaken a review of all corporate risks and our wider system of governance.

2.2 All Assistant Directors reviewed their Corporate Risks with their Service Managers. Following this action, Worcestershire Internal Audit Shared Service reviewed and provided feedback.

2.3 During March several training sessions were held in the use of 4Risk system, Julie Loraine (Interim Section 151) introduced those sessions with advice and guidance on required approach to risks.

2.4 Operational risk owners updated their risks early April and Worcestershire Internal Audit Shared Service are now undertaking a desktop review of the current position of the operational risk register.

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The findings will inform the development of a refreshed Corporate Risk Management Strategy.

2.5 On 23 April, a Strategic Risk Management Group was held. The purpose of the group is to provide strategic, cross-organisational oversight of the Corporate Risk Register, to provide support and appropriate challenge to risk owners, to improve awareness of interdependencies between corporate and service-level risks, and to ensure that strategic risks effectively inform reporting to SLT, Cabinet, and the Audit & Governance Committee.

2.6 An audit of our risk management system is currently on the audit calendar for next January 2027.

3 Corporate Risks

3.1 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 Council’s 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.”

3.2 Corporate Risks are summarised below:

Corporate Risk Ref	Risk	Owner	Risk Lead	Inherent	Residual
COR001	Non-Compliance with Health and Safety Legislation	Guy Revans	Hannah Corredor	20	9
COR002	Financial Resilience of the Council and ability to manage financial shocks	James Walton	Debra Goodall	16	6
COR004	Protection from Cyber Attack	John Leach	Mark Hanwell	25	16
COR005	Adequate Workforce Planning	Hannah Corredor	Becky Talbot	12	9
COR006	Resolution of Section 24 Notice	James Walton	Debra Goodall	6	6
COR008	Bromsgrove DC being placed into special measures due to quality of planning application decisions	Ruth Bamford	Dale Birch	9	6

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COR010	Bromsgrove DC: Delivery of Levelling Up Programme	Rachel Egan	Rebecca McElliott	12	8
COR011	Cost of Living Crisis	Judith Willis	Lisa Devey	12	9
COR015	Failure to meet waste requirements of the Environment Act 2021	Simon Parry	Matthew Austin	16	9
COR016	Local Government Reorganisation (LGR) prevents the Council from delivering business as usual and work associated with LGR is also ineffective	John Leach	Hannah Corredor	20	12
COR017	Bromsgrove DC being placed in Special Measures for Speed of Plan Making	Ruth Bamford	Michael Dunphy	12	8
COR018	Risk of Terrorist Attack	Judith Willis	Bev Houghton	8	8
COR022	Compliance with the Procurement Act 2023	Claire Felton	Claire Green	9	4
COR025	Risk of Cash Flow Strain	Debra Goodall	—	16	12
COR026	Non-Implementation of the Renters Rights Act 2025 (New)	Judith Willis	Matthew Bough	6	4

3.4 There have been the following changes updates since the Q3 report:

Risk	Change and reason	Residual Risk Score
Section 151 Officer risk	A permanent S151 and Deputy S151 Officer are now in post. James Walton commenced role in April 2026.	Closed
Failure to meet waste requirements of the Environment Act 2021	Progress has been made in planning for new statutory waste and recycling requirements, supported by confirmation of “new burdens” funding and Extended Producer Responsibility arrangements. As a result, the residual risk has reduced; however, the risk	9 – Medium (reduced from 16)

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	<p>remains live due to ongoing financial and operational delivery pressures.</p> <p>Pro-active engagement with DEFRA and ongoing planning for commencing collections within this financial year reduce the risk of legal challenge related to the delay in implementing this statutory duty.</p>	
<p>Compliance with the Procurement Act 2023</p>	<p>Significant progress has been made in preparing for the new legislative requirements, including updated policies and officer guidance. As a result, the residual risk has reduced this quarter.</p>	<p>4 – Low (reduced from 9)</p>
<p>Bromsgrove DC being placed into special measures due to quality of planning application decisions</p>	<p>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</p>	<p>6-Low (reduced from 9 to 6)</p>
<p>Non-Implementation of the Renters Rights Act 2025</p> <p><i>The Renters Rights Bill became law on 27 October 2025, with key changes effective from 1 May 2026.</i></p>	<p>This is a new risk reflecting capacity, training requirements and reliance on new burdens funding to ensure full compliance with the Act.</p> <p>Extensive preparations are in place to ensure successful implementation of the Renters’ Rights Act. A monitored action plan is active, with Cabinet/Committee approvals secured and updates made to the Constitution, delegated authorities, enforcement and civil penalties policies. Comprehensive</p>	<p>4 – Low (NEW)</p>

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	<p>staff training has been delivered, including Housing Options, PSH, customer services and partners, supported by an internal AI training assistant. CEO, Senior Leadership Team, elected Members and the appointed senior lead (Judith Willis) have all been briefed and are fully supportive.</p> <p>Communications, website updates, statutory notices, leaflets, landlord signposting and multi-agency work (including Operation Padlock and MHCLG working group involvement) further reduce the risk of non-implementation.</p> <p>We expect for this risk to be reduced to the Operational level in the coming quarters.</p>	
Risk of Cash Flow Strain	<p>While the Council has sufficient cash flow in the short to medium term to meet its operational commitments, there is a longer-term risk that cash flow becomes constrained as reserves are drawn down and capital expenditure increases. As a result, there is reduced assurance over the timing of cash outflows and the Council's ability to manage peak cash demand. Work is underway to strengthen longer-term cash flow forecasting and improve financial planning and controls.</p> <p>Training and monitoring are being put in place to ensure proper VAT administration.</p>	New: inherent 16, residual 12.

3.5 There are 48 service risks identified on the '4Risk' system; with no increase in total number since the last period. These are summarised in the following table:

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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	1	2	2	1	4	4
Finance			2	1	1	2	3	3
Environmental Services			4	4	1	3	5	7
Planning, Leisure & Culture Services			1	1			1	1
Regen. & Property Services			4	4	2	2	6	6
ICT			2	1			2	1
Planning					1	1	1	1
Community Services			1	0	3	3	4	3
HR					1	1	1	1
Total departmental risks	1	1	26	24	21	23	48	48

4. FINANCIAL IMPLICATIONS

- 4.1 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. Future risk reporting will increasingly align to a financial risk framework covering revenue, capital, cash flow and wider corporate dependencies.
- 4.2 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

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5. LEGAL IMPLICATIONS

5.1 No Legal implications have been identified.

6. OTHER - IMPLICATIONS

Local Government Reorganisation & Relevant Council Priority

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.

Equalities and Diversity Implications

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

7. RISK MANAGEMENT

7.1 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 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.

8. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Councillor Nock	28th May 2026
Lead Director / Assistant Director	James Walton	
	Strategic Risk Management Group	23 rd April 2026
	Senior Leadership Team	27 th April 2026
Financial Services		

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	Please record the name of the relevant Officer in Financial Services who has signed off the report here.	Please give the date they signed off the report here.
Legal Services	Please record the name of the relevant Officer in Legal Services who has signed off the report here.	Please give the date they signed off the report here.
Policy Team (if equalities implications apply)	N/a	
Climate Change Team (if climate change implications apply)	N/a	