

REDDITCH BOROUGH COUNCIL

Audit, Governance and Standards Committee
2026

11th June

Corporate Risk Update Quarter 4 2025/26

Relevant Portfolio Holder	Councillor Warhurst
Portfolio Holder Consulted	Yes
Relevant Assistant Director	Debra Goodall, Assistant Director of Finance and Customer Services
Report Author: Hannah Corredor	Job Title: Assistant Director Corporate Services and Transformation Contact 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 that:

- 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

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desktop review of the current position of the operational risk register. The findings will inform the development of a refreshed Corporate Risk Management Strategy.

2.5 On 23rd April, a Strategic Risk Management Group meeting 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 SRMOG, 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 in the following table

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
COR003	Failure to meet requirements of Regulator for Social Housing	Guy Revans	Simon Parry	15	12
COR004	Protection from Cyber Attack	John Leach	Mark Hanwell	25	16
COR005	Adequate Workforce Planning	Hannah Corredor	Becky Talbot	12	9

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COR006	Resolution of Section 24 Notice	James Walton	Debra Goodall	6	6
COR010	Town Deal Programme	Rachel Egan	Neil Batt	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	Remedial Fire Safety Actions	James Walton	Debra Goodall	9	9
COR018	Risk of Terrorist Attack	Judith Willis	Bev Houghton	8	8
COR022	Compliance with the Procurement Act 2023	Claire Felton	Claire Green	9	4
COR024	Non-implementation of the Renters Rights Act 2025 (New)	Judith Willis	Matthew Bough	6	4

3.3 There have been the following changes 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
Risk of Cash Flow Strain	While cash flow pressures had previously been identified as a potential risk, the receipt of a significant VAT refund from HMRC has substantially strengthened the Council's cash position. As a result,	Opened in March 26 and closed in April 26.

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	<p>the Council currently has sufficient liquidity to meet its operational commitments and manage the timing of cash outflows, including capital expenditure. Ongoing financial planning and monitoring will continue to ensure that this improved position is maintained and that any future cash flow risks are identified at an early stage.</p> <p>Training and monitoring are being put in place to ensure proper VAT administration.</p>	
<p>Failure to meet waste requirements of the Environment Act 2021</p>	<p>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 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>9 – Medium (reduced from 16)</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>Non-Implementation of the Renters Rights Act 2025</p> <p><i>The Renters Rights Bill became law on 27 October 2025, with key changes</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</p>	<p>4 – Low (NEW)</p>

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<p><i>effective from 1 May 2026.</i></p>	<p>Cabinet/Committee approvals secured and updates made to the Constitution, delegated authorities, enforcement and civil penalties policies. Comprehensive 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. 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>Remedial Fire Safety Actions</p>	<p>The new MTFS has made new provision to address the fire remedial actions following fire risk assessments under the regulatory judgement. These will now take place under an accelerated programme.</p> <p>Wording, ownership and classification as a strategic risk requires reviewing and will be agreed between Debra (current lead) and Simon Parry (proposed lead).</p>	<p>9-Medium</p>

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3.4 There are 48 service (departmental) risks identified on the '4Risk' system; with no increase in total number 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	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
Housing			9	9	7	7	16	16
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

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.

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8. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Councillor Warhurst, Portfolio Holder for Finance and Governance	1 st of June 2026
Assistant Director	Hannah Corredor	1 st of June 2026
	Strategic Risk Management Group	23 rd April 2026
	Senior Leadership Team	27 th April 2026
Financial Services	Debra Goodall	29 th April 2026 (CLT)
Legal Services	Claire Felton	29 th April 2026 (CLT)
Policy Team (if equalities implications apply)	N/a	
Climate Change Team (if climate change implications apply)	N/a	