

Corporate Risk Register
Quarterly Review

Impact (I)

- 4 – Major
- 3 – Serious
- 2 – Moderate
- 1 – Minor


Likelihood (L)

- 4 – Almost Certain
- 3 – Likely
- 2 – Unlikely
- 1 – Almost impossible


An overall risk score is reached by multiplying the likelihood score by the impact score

Likelihood	4				
	3				
	2				
	1				
	1	2	3	4	
Impact					

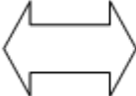
Anything in the shaded area is considered to be “below the Council’s tolerance line”

Risk	Original Risk Score	Quarter One Q1 2018/19	Quarter Two Q2 2018/19	Quarter Three Q3 2018/19	Quarter Four Q4 2018/19	Direction of Score (since last quarter)	Comments
<p>01 - Failure to safeguard children and vulnerable adults</p> <p><i>Date risk added to Register: 2012/13</i></p> <p><i>Owner: Director of Service Delivery</i></p>	<p>L - 2 I - 3 Risk Score = 6</p>	<p>L - 1 I - 4 Risk Score = 4</p>	<p>L - 1 I - 4 Risk Score = 4</p>	<p>L - 1 I - 4 Risk Score = 4</p>	<p>L - 1 I - 4 Risk Score = 4</p>		<p>Safeguarding continues to be managed at a corporate level, but has now embedded reporting officers within service areas. Staff continue to report and log incidents or concerns and receive training as required.</p> <p>Changes to the organisation as it goes through transformation are being tracked to ensure reporting officers remain in place as required.</p> <p>Partners including MOAT and Family Solutions (ECC) are also now attending the MDC safeguarding group meetings.</p> <p>Training for staff and Members will be rolled out during 2019.</p>


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Risk	Original Risk Score	Quarter One Q1 2018/19	Quarter Two Q2 2018/19	Quarter Three Q3 2018/19	Quarter Four Q4 2018/19	Direction of Score (since last quarter)	Comments
<p>02 - Failure to target services and influence partners with the aim of having an effective outcome on the identified (health and wellbeing) needs of the vulnerable population</p> <p><i>Date risk added to Register: Redefined 2016/17</i></p>	<p>L - 3</p> <p>I - 3</p> <p>Risk Score = 9</p>	<p>L - 3</p> <p>I - 3</p> <p>Risk Score = 9</p>	<p>L - 2</p> <p>I - 3</p> <p>Risk Score = 6</p>	<p>L - 2</p> <p>I - 3</p> <p>Risk Score = 6</p>	<p>L - 2</p> <p>I - 3</p> <p>Risk Score = 6</p>		<p>Good progress has been made to both maintain existing and develop new partnerships to deliver a targeted approach to health and wellbeing.</p> <p>Progress on the key projects for 2018/19 to mitigate this risk includes the following:</p> <ul style="list-style-type: none"> • Development of Livewell Strategy • Project to tackle social isolation in North of District (4 T's) - this is led by MDC and delivered by community groups/ volunteers which continues to attract regular attendance. Work being undertaken to expand the project in the Dengie. • Project to support weight management and obesity in targeted area of District progressing, including a "Grow it Cook it Share it" project on Council owned land. • Community fund scheme (ready, steady, grow) put in place to support healthy eating, social isolation and loneliness. • Continued support to a weight management service based at the Council Offices helping an average of 20 people per week. • We continue to increase the use of social media and Livewell Website for promotion of a healthy lifestyle. Our Ttwitter feed has 6,900 followers and our Facebook page has 1000 likes so this has a huge potential to reach a large number of our residents.
<p><i>Owner: Director of Service Delivery</i></p>							

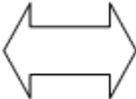
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							<ul style="list-style-type: none"> • Gardening Project Southminster - sources of funding have been secured to continue with activities. • Development/expansion of intergenerational projects. • We are working with various partners, including MIND, Essex County Council and Maldon CVS to develop a mental health support project. • The 3 projects that are funded through the external public health funding are progressing well, including: <ul style="list-style-type: none"> - Hearing Help Essex - reducing social isolation through interaction with hearing impaired clients. - Beacon Hill Rovers Football Club - project to increase involvement of younger girls in sport, and involvement of older men to participate in sport. - Abberton Rural training - supporting unemployed to be active and gaining work based skills, including a weight management programme.
03 - Failure to target services and influence partners effectively to support the	L - 3 I - 4 Risk Score = 12	L - 3 I - 4 Risk Score = 12	L - 3 I - 4 Risk Score = 12	L - 3 I - 4 Risk Score = 12	L - 3 I - 4 Risk Score = 12		There have been a number of discussions with other services and partners that deal with a range of issues in relation to delivering housing to meet the needs for older people. Whilst work has continued to be undertaken this is not a quick process. Some things have moved forward but not sufficiently to reduce the risk at this time.


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<p>identified housing needs of an increasing ageing population</p> <p><i>Date risk added to Register: 2016/17</i></p> <p><i>Owner: Director of Service Delivery</i></p>							
<p>04 – Failure to influence Community Safety partners to address the key areas of public concern (including rural crime) and the negative perception of crime</p> <p><i>Date risk added to Register: 2017 /18</i></p>	<p>L - 3 I - 2 Risk Score = 6</p>	<p>L - 3 I - 3 Risk Score = 9</p>	<p>L - 3 I - 3 Risk Score = 9</p>	<p>L - 3 I - 3 Risk Score = 9</p>	<p>L - 3 I - 3 Risk Score = 9</p>		<p>The Council continues to address crime working as part of the Community Safety Partnership. Activity is reviewed by the Overview and Scrutiny Committee acting as the Crime and Disorder Committee twice yearly. Members concerns are raised at Chief Inspector Level and via the Police Fire and Crime Commissioner (PFCC).</p> <p>Officers arranged a specific Member Briefing with the PFCC in February in addition to the annual public meeting in January 2019. The Community Safety Partnership undertakes a Strategic Assessment (SA) of activities on an annual basis which address local concerns. The SA also informs priority for the local Community Policing Teams.</p>

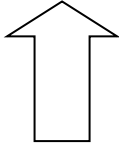
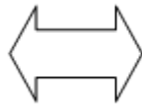
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<i>Owner: Director of Service Delivery</i>							<p>The assessment has highlighted police visibility as a priority for 2019/20. The increase in policing precept for 2018/19 has seen additional officers deployed to Maldon District (6 PCs) and the precept increase for 2019/20 will see these numbers boosted further with officers planned to be in place by July 2019 as part of the project to set out town centre units.</p> <p>The Community Safety Partnership hub is now live in Chelmsford and officers work alongside the community policing team which includes specialist officers who deal with anti-social behaviour, young persons and vulnerability. The next phase will see the introduction of hot desking opportunities for wider partnership staff such as health, fire, probationary services and the youth service. A new Service Level Agreement with Chelmsford City Council has been agreed so that more staff is deployed to the hub to benefit from the joint working opportunities, but ensuring there is still a local presence within the district.</p>
05 – Failure to deliver the required infrastructure to support development arising from the LDP	L - 3 I - 4 Risk Score = 12	L - 3 I - 4 Risk Score = 12	L - 3 I - 4 Risk Score = 12	L - 3 I - 4 Risk Score = 12	L - 3 I - 4 Risk Score = 12		Whilst we have improved the monitoring over the past year, and established a programme management approach to the delivery of the infrastructure, we also face challenges which balance this, particularly the departure of the S106 Officer who undertook much of this work. For that reason the risk is unchanged. We are currently out to advert for a replacement Officer.

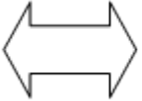
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Risk	Original Risk Score	Quarter One Q1 2018/19	Quarter Two Q2 2018/19	Quarter Three Q3 2018/19	Quarter Four Q4 2018/19	Direction of Score (since last quarter)	Comments
<i>Date risk added to Register: 2014/15</i>							
<i>Owner: Director of Strategy, Performance and Governance</i>							
06 – Failure to have a clear shared plan regarding strategic ownership of coastal, fluvial and surface flood mitigation and long term maintenance responsibilities	L - 3 I - 4 Risk Score = 12	L - 4 I - 4 Risk Score = 16	L - 4 I - 4 Risk Score = 16	L - 4 I - 4 Risk Score = 16	L - 4 I - 4 Risk Score = 16		<p>A further report and the updated plan were presented to the Audit Committee in December. Members do not wish to amend the risk score at this stage, but will review in 2019/20 at June Committee.</p> <p>The Action Plan was discussed at the Coast & Flood Group in Q4 and it was agreed to forward to partners to update plan ahead of the operational group in Q1.</p>
<i>Date risk added to Register: 2015/16</i>							
<i>Redefined 2017/18</i>							

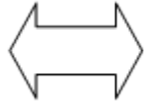
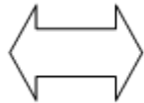
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<i>Owner: Director of Strategy, Performance and Governance</i>							
07 – Failure to maintain a 5 year supply of Housing Land	L - 2 I - 4 Risk Score = 8	L - 2 I - 2 Risk Score = 4	L - 2 I - 2 Risk Score = 4	L - 2 I - 2 Risk Score = 4	L - 3 I - 4 Risk Score = 12		Due to the refusal of planning applications on South of Limebrook Way for 439 dwellings and North Heybridge for 1138 dwellings, there is now an increased risk to the five year housing land supply (5YHLS). Also National Planning Policy Framework 2019 changes the way delivery from large sites can be included in the 5YHLS which may reduce the number of dwellings that can be counted for the allocations. Lack of a 5YHLS will result in planning on appeal and unplanned development and may lead to an early review of the LDP.
<i>Date risk added to Register: 2017/18</i>							
<i>Owner: Director of Strategy, Performance and Governance</i>							
08 - Failure to meet the affordable housing need	L - 3 I - 4 Risk Score = 12	L - 3 I - 4 Risk Score = 12	L - 3 I - 4 Risk Score = 12	L - 3 I - 4 Risk Score = 12	L - 3 I - 4 Risk Score = 12		Mitigating actions are being taken forward to overcome the shortfall in affordable housing. An application has been received from a parish council for funding from the Community Led Housing Fund to assist with a Housing Needs Survey update. The parish council is also meeting with landowners to discuss options of land available for development.
<i>Date risk added to Register: 2016/17</i>							

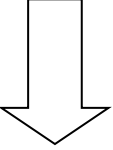
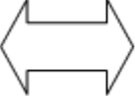
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<p><i>Owner: Director of Strategy, Performance and Governance</i></p>							<p>Pre-application received from a registered provider for an Independent Living Scheme in the District.</p> <p>A provider has been appointed by a parish council and the parish council is considering four sites for potential development within its parish.</p> <p>The Housing and Homelessness Strategy has been adopted and the Affordable Housing Supplementary Planning Document (SPD) which now has weight in the consideration of planning applications.</p> <p>Work is still on-going to try to resolve the issue created through the already granted permissions and an assumption all sites will provide some level of contribution.</p> <p>The Council has successfully defended appeals that have tried to 'underprovide' on sites.</p> <p>In the meantime, however, the risk score remains unchanged.</p>
<p>09 - Failure to have a co-ordinated approach to supporting inward investment and maximising business rate</p>	<p>L - 3 I - 4 Risk Score = 12</p>	<p>L - 3 I - 4 Risk Score = 12</p>	<p>L - 2 I - 4 Risk Score = 8</p>	<p>L - 2 I - 4 Risk Score = 8</p>	<p>L - 2 I - 4 Risk Score = 8</p>		<p>An Internal Communications strategy is being developed to ensure that all services are aware of the priority of supporting inward investment and maximising business rate growth.</p> <p>The Economic Prosperity Strategy is to be reviewed following approval of the new Corporate Plan.</p> <p>The employment land register is now operational and will be used for business support such as the Central</p>

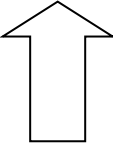
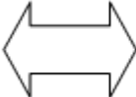
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growth							Area Masterplan project for the Lower High Street.
<i>Date risk added to Register: 2017/18</i>							Regular external stakeholder meetings with Invest Essex are taking place bimonthly.
<i>Owner: Director of Strategy, Performance and Governance</i>							The risk score remains the same at this current time.
10 - Failure to develop jobs to support the growing population	L - 4 I - 3 Risk Score = 12	L - 4 I - 3 Risk Score = 12	L - 4 I - 3 Risk Score = 12	L - 4 I - 3 Risk Score = 12	L - 4 I - 3 Risk Score = 12		Work with economic initiatives, including the Enterprise Centre proposals, is ongoing. A key activity will be facilitating the Commercial sites within the LDP to come forward for development.
<i>Date risk added to Register: 2018/19</i>							
<i>Owner: Director of Strategy, Performance and Governance</i>							
11 - Failure to protect personal or commercially sensitive data	L - 2 I - 3 Risk Score = 6	L - 2 I - 3 Risk Score = 6	L - 2 I - 3 Risk Score = 6	L - 2 I - 3 Risk Score = 6	L - 2 I - 3 Risk Score = 6		By the end of Q1 2019/20 all staff will have laptops meaning that they can use these in meetings and there will be less data being carried round in paper format. All laptops are fully encrypted.



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<i>Date risk added to Register:2009/10</i>							In Q1 2019/20 secure print via MFDs will also be implemented.
<i>Owner: Director of Resources</i>							
12 - A Committee structure which is not cost effective							Members have agreed a revised Committee Structure to be implemented in Q3 2019/20 this provides for fewer more focussed committees.
<i>Date risk added to Register: Redefined 2018/19</i>	L - 3 I - 3 Risk Score = 9	L - 3 I - 3 Risk Score = 9	L - 3 I - 3 Risk Score = 9	L - 3 I - 3 Risk Score = 9	L - 2 I - 3 Risk Score = 6		
<i>Owner: Director of Resources</i>							
13 – Failure to manage impact of organisational change							As at the 31/3/19 we are consulting with phase 2 of our operating model which affects the majority of our staff. The change network is in place, one to one support is in place on managing change and we are also providing 121 meetings for all staff.
<i>Date risk added to Register:2018/19</i>	L - 2 I - 3 Risk Score = 6	L - 2 I - 3 Risk Score = 6	L - 3 I - 3 Risk Score = 9	L - 3 I - 3 Risk Score = 9	L - 3 I - 3 Risk Score = 9		

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<i>Owner: Director of Resources</i>							
14 – Unable to recruit and retain staff in national skill shortage areas to meet the demands of the service <i>Date risk added to Register:2015/16</i> <i>Owner: Director of Resources</i>	L - 3 I - 3 Risk Score = 9	L - 2 I - 3 Risk Score = 6	L - 2 I - 3 Risk Score = 6	L - 2 I - 3 Risk Score = 6	L - 3 I - 3 Risk Score = 9		There are some concerns around the retention and recruitment of planning policy staff following two resignations. We are working with agencies, recruitment specialists and other Councils to understand the national skills shortage and how this can be mitigated
15 – Failure to plan and deliver balanced budgets over the medium term <i>Date risk added to Register:2008 / 09</i> <i>Owner: Director of Resources</i>	L - 2 I - 3 Risk Score = 6	L - 3 I - 3 Risk Score = 9	L - 3 I - 3 Risk Score = 9	L - 3 I - 3 Risk Score = 9	L - 3 I - 3 Risk Score = 9		Whilst the Council is able to balance its budget over the medium term using current projections and incorporating Full Council Transformation Savings; there remains some serious future funding risks following on from the Fair Funding Review in 2021 and Business Rates reset. When more certainty is available this score will be revisited.

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16 – Corporate policies not managed and reviewed	L - 3 I - 3 Risk Score = 9	L - 3 I - 2 Risk Score = 6	L - 3 I - 2 Risk Score = 6	L - 3 I - 2 Risk Score = 6	L - 3 I - 2 Risk Score = 6		The Council now has specific corporate policy and strategy resource in place to carry out review and update of all policies. Further information on specific reviews will be provided in the 2019/20 service plans
<i>Date risk added to Register:2016/17</i>							
<i>Owner: Director of Strategy, Performance and Governance</i>							
17 – Failure to maximise effectiveness of services through promotion and engagement	L - 3 I - 2 Risk Score = 6	L - 3 I - 2 Risk Score = 6	L - 3 I - 2 Risk Score = 6	L - 3 I - 2 Risk Score = 6	L - 3 I - 2 Risk Score = 6		With the implementation of Phase 1 in February, the new Communications team is now in place and developing a strategy.
<i>Date risk added to Register:2018/19</i>							
<i>Owner: Director of Strategy, Performance and Governance</i>							