

Corporate Risk Report Q3 – Appendix 1

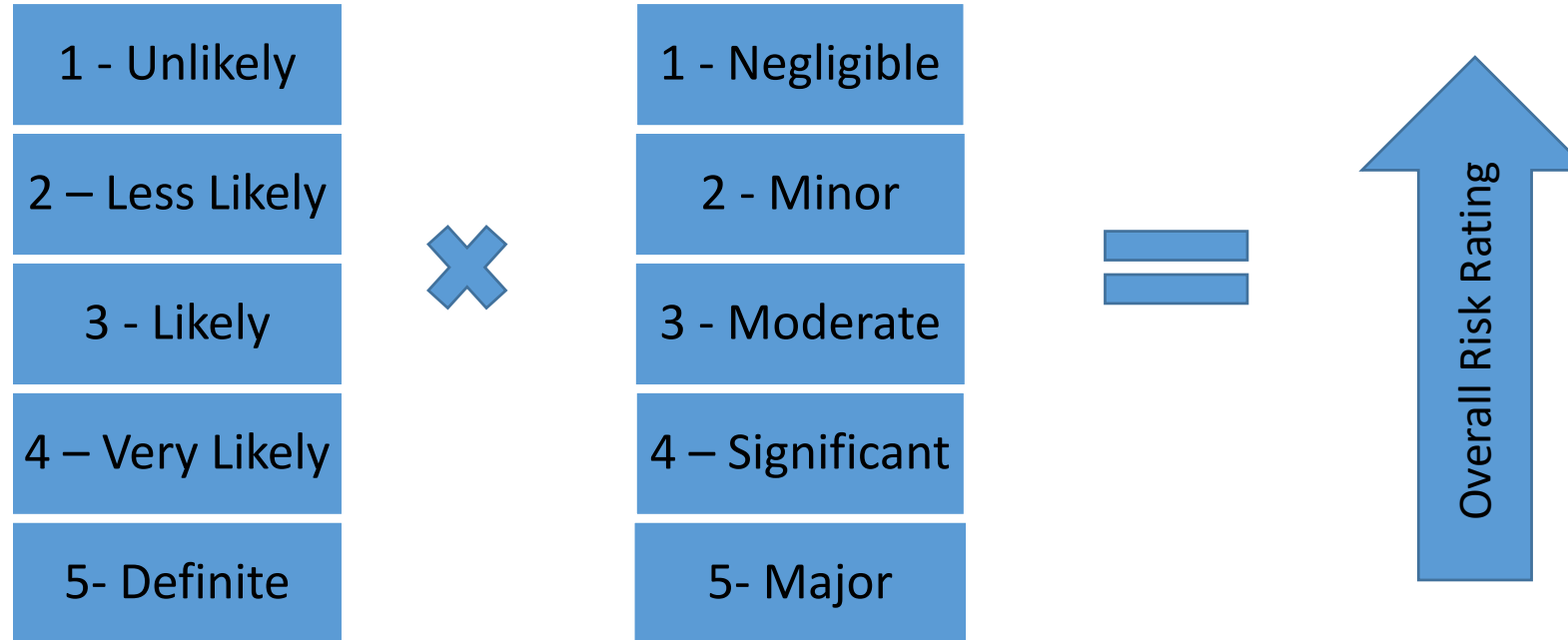
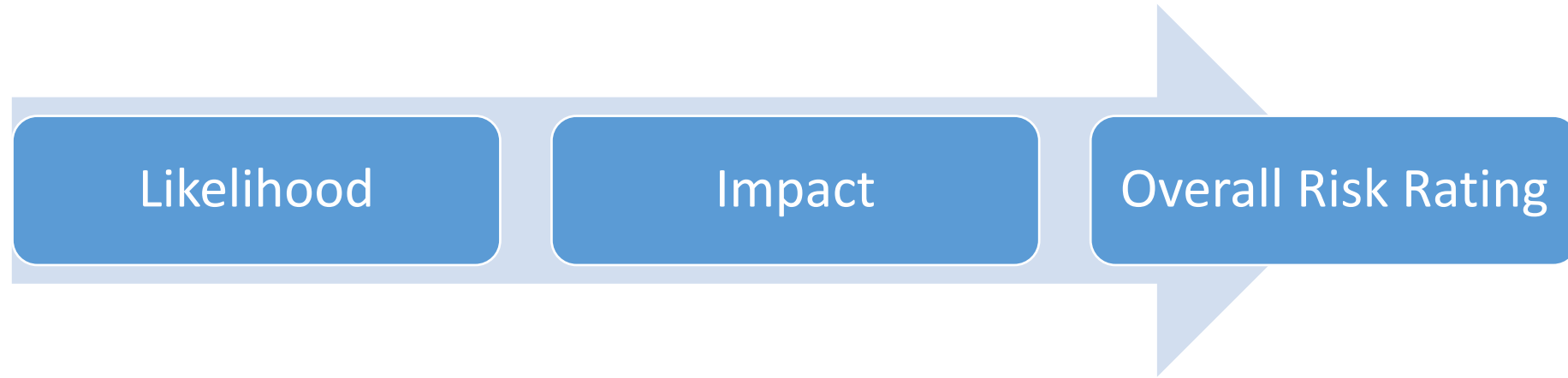
23rd January 2020

Please note risks are sorted in 'Overall Risk Rating' descending order



Risk Assessment Scale

APPENDIX 1



Title	Risk Description	Likelihood	Impact	Overall Risk Rating ▼	Rating direction	Commentary
R5	Failure to deliver the required infrastructure to support development arising from the LDP	4	4	16	Risk rating unchanged	Q3 - The interim S106 officer continues to make progress monitoring S106 payments and contributions and has made additional progress with strategic partners on strategic sites delivering key infrastructure.
R23	Poor Financial Accounting	4	4	16	Risk rating increased	<p>The Finance function is not fully resourced. It is a matter of significant concern to the Interim Section 151 Officer. However, the 2 Specialist Finance staff are very knowledgeable and capable but spread thin in terms of covering the breadth of work. Interim resources have been brought in but does not provide continuity and resilience.</p> <p>The operation of the structure of Specialists and Caseworkers in Finance is under review and consideration to ensure that it operates efficiently and with appropriate capabilities.</p> <p>Corporate Leadership Team is taking actions</p>
R1	Failure to safeguard children and vulnerable adults	3	5	15	Risk rating unchanged	Q3 - Safeguarding arrangements continue post launch of the Future Model in October 2019 as detailed in earlier updates. Arrangements are to be put in hand during Q4 to develop the Member and Officer training plan to supplement the eLearning module used by all staff including those joining the Council. Following the resignation of the Lead Specialist (community) a new member of staff will join the Council in January 2020 and take over the Lead Officer role.
R7	Failure to maintain a 5 year supply of Housing Land	3	5	15	Risk rating unchanged	Q3 - A 5YHLS has been maintained for 18/19 at 5.27 years (published December 2019). Changes to calculating 5YHLS and delays in granting permission for Site S2d and agreeing S106 for Site S2b has reduced the contribution these sites make to the 5YHLS.
R8	Failure to meet the affordable housing need	3	5	15	Risk rating unchanged	Q3 - Working to overcome shortfall, whilst some discussions have been undertaken no real advancement has been made at this time.

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R3	Failure to target services/influence partners effectively to support identified housing needs of increasing aging population	3	4	12	Risk rating unchanged	Q3 -A Significant development site providing housing for older people has been approved and is progressing through reserve matters
R6	Failure to have a clear shared plan regarding strategic ownership of coastal, fluvial and surface flood mitigation and long term maintenance responsibilities	2	5	10	Risk rating decreased	Q3 - Action Plan on track and up to date. Partnership, operational group met in November 2019 and updated plan which was presented to Flood & Coastal Group in December 2019. Actions completed to be highlighted on Plan going forward so Members can easily identify those projects completed. It was also agreed that smaller maintenance projects are not brought to the Member group going forward as these are operational matters although they will continue to be identified on the Plan. Recommend removal, due to established stakeholders, owners and direction.
R9	Failure to have a co-ordinated approach to supporting inward investment and maximising business rate growth	2	5	10	Risk rating unchanged	Q3 - Following the approval of the Prosperity Strategy, the Council is engaging with strategic partners to develop initiatives and actions to ensure we support in-ward investment and business growth.
R14	Unable to recruit and retain staff with specific skills sets in specialist areas to meet the demands of the service(i.e.) Planners	3	3	9	Risk rating unchanged	Q3 - The Council continues to manage vacancies proactively and in the meantime retains the use of fixed term and agency staff. Staffing Levels are monitored on a weekly basis and will continue to do so until positions associated with the transformation are filled.
R22	Contracts not managed or owned and not providing Value For Money, out of contract on many across Council. Procurement Process not adhered to resulting in fines, loss of reputation	3	3	9	Risk rating decreased	Q3 - Actions from audit to mitigate risks have commenced but current vacancy means progress is slow and upskilling managers will take time

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R24	Loss of key skills and knowledge across the organisation, and failure to embrace new working cultures.	3	3	9	Risk rating unchanged	Q3 - New caseworker and specialist services model embraces culture of knowledge transfer and sharing.
R27	Failure of stakeholder & member engagement with the transformation programme.	3	3	9	Risk rating unchanged	Q3 - All staff were involved in a 'go live' launch of our Transformation project which was held on 30 October to mark the progress we have made. This included an opportunity for staff to learn more about the new teams. In addition, a new internal brand of 'One Team' was launched together with a refreshed weekly 'One team' bulletin which goes to all staff and Members. Drop-in sessions were also held for all Members to learn more about the new teams. Recommended closure of risk.
R2	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	2	4	8	Risk rating unchanged	Q3 - The livewell action plan is waiting committee submission and the release of the 2019 JSNA will provide new insight into the health and wellbeing of Maldon District residents. Through MDC's transformation it's recognised that the boards we are responsible for must also be brought on that same journey. A report submitted to February Council will support the risk mitigation, providing effective opportunity for partners to influence community, safety, health, prosperity and place. MDC community and health continue to work closely to achieve their shared priorities.
R4	Failure to influence Community Safety partners to address the key areas of public concern (including rural crime) and the negative perception of crime	2	4	8	Risk rating decreased	Q3 - Arrangements continue as detailed within earlier updates. Members will have the opportunity to scrutinise the activities of the Community Safety Partnership and key partners including Essex Police during Q4.

Title	Risk Description	Likelihood	Impact	Overall Risk Rating	Rating direction	Commentary
R11	Failure to protect personal or commercially sensitive data	2	4	8	Risk rating unchanged	Q3 - Further incidents of emails not being blind copied to all parties risk reputational damage. While no sensitive information or high risk information is being shared and the incidents are not reportable staff need to be kept up to date. Identified that Member training is needed to reduce risk of breaches by Members. Need to address data management as loss of a file has resulted in Council being unable to defend a claim. Records and file management should be improved with electronic storage of all files going forward. Need to ensure all staff are advised on how/where documents are stored. Tier 2 need to carry out a data audit to ensure that we are aware of data held and appropriate security is in place, email with instructions due to go out shortly. All staff are also undertaking mandatory GDPR training.
R20	Failure to have a Disaster Recovery & Business Continuity Plan(BCP)	2	4	8	Risk rating decreased	Q3 - Updated DR in place
R25	Failure to deliver finances associated to transformation programme.	2	4	8	Risk rating unchanged	Q3 - Budget reviews and updates continue to be presented by the S151 officer
R26	Failure to deliver channel shift, through lack of customer engagement or undelivered processes	2	4	8	Risk rating unchanged	Q3 - A new Customer Relationship Management (CRM) system went live in October 2019, and we continue to design and build end to end digital processes that promote channel shift.
R10	Failure to develop jobs to support the growing population	2	3	6	Risk rating decreased	Q3 - Following the approval of the Prosperity strategy, the Council is working with strategic partners, business groups and stakeholder to promote strategic employment sites and retail centre's and high streets.
R13	Failure to manage impact of organisational change	2	3	6	Risk rating unchanged	Q3 -A Gateway review for the Transformation Programme has taken place and the impact of Transformation continues to be monitored by Transformation board

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R16	Corporate policies not managed and reviewed	3	2	6	Risk rating unchanged	Q3 - Strategic Theme Lead Place has access to the database to review content with wider team at end of January 20. Post review, decision to be made on where maintenance of the database resides.
R21	Annual financial statements qualified.	1	5	5	Risk rating unchanged	Q3 - 2018/2019 Financial statements received un-qualified audit opinion in December 2019. Recommended closure.
R15	Failure to plan and deliver balanced budgets over the medium term	1	4	4	Risk rating decreased	<p>The Council's has a rolling Medium Term Financial Strategy Which is update annually and reviewed on regularly during the year by the section 151 Officer.</p> <p>There are future uncertainties from 2020/21 in respect of the funding that will be available to the Council as a result of any changes to the local government funding system by the government. The Council has taken action to transform itself to achieve savings of £1.89m by 2022/23. The controls and focus on in year expenditure and income against budget s exercised and maintained to ensure a sound financial position on an ongoing basis.</p>
R17	Failure to maximise effectiveness of services through promotion and engagement	2	2	4	Risk rating decreased	Q3 - The Marketing and Communications Strategy was approved by S & R on 17 October and this details our marketing and communications approach. We are actively using all of our communications channels to promote our services and associated campaigns which are being developed.
R12	A Committee structure which is not cost effective	1	3	3	Risk rating decreased	Q3 - New committee structure has been appointed and is operational. We will continue to review the impact of the new structure on cost/ efficiency throughout the year.