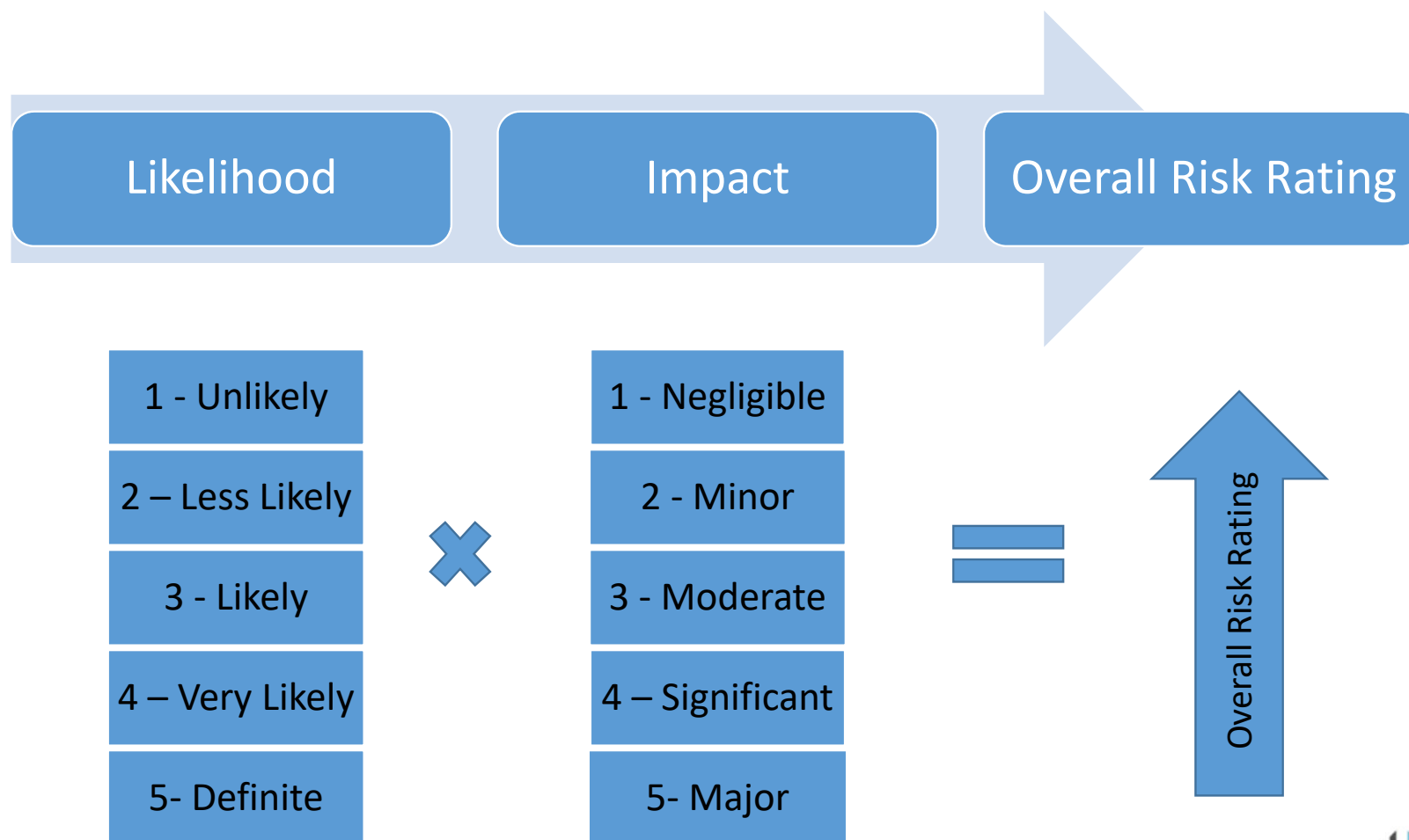


Corporate Risk Report Q1 – Appendix 1

22nd July 2020

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

Risk Assessment Scale



Title	Risk Description	Likelihood	Impact	Overall Risk Rating	Rating direction	Commentary
R15	Failure to plan and deliver balanced budgets over the medium term	4	5	20	Risk Unchanged	Q1 - The MTFS is constantly being updated and reported to Members. There is a significant in year impact of COVID-19 but sufficient reserves are in place. Further funding has been announced and work to address the medium term position is underway.
R7	Failure to maintain a 5 year supply of Housing Land	4	5	20	Risk Increased	Q1 - Target to meet 75% of homes delivered in LDP Housing Trajectory has not been met for last 3 consecutive years. An Action Plan to bolster the 5YHLS may be required.
R8	Failure to meet the affordable housing need	4	5	20	Risk Increased	Q1 - A strategic site has been refused by Members and could result in a delay in any affordable housing coming forward from that site. The refusal of the South Mallon Relief Road(SMRR) could impact on other strategic sites delivering affordable housing too. Report to Committee being drafted regarding supporting the provision.
R9	Failure to have a coordinated approach to supporting inward investment and maximising business rate growth	4	5	20	Risk Unchanged	Q1 - The full impact and implications of Covid-19 are not yet known but may have significant impacts on Maldon District businesses and future growth. The Covid-19 Economic Response and Recovery Plan has been created to help mitigate the impacts. In March 2020 Essex County Council ended the commission of Invest Essex, MDC's strategic partner for the promotion of employment land sites. Further progress been hampered owing to prioritising COVID response and recovery. The future delivery of inward investment work by ECC is not yet known. An alternative delivery approach is being developed by officers. The creation of an Enterprise Hub in Maldon District Council offices was not progressed and space has been leased on a commercial basis. The development of an Enterprise Centre is part of the approved Place Plan and linked to DCO engagement for Bradwell B. It remains under review and may be significantly impacted by Covid-19 Engagement with strategic partners to develop initiatives and actions to ensure we support inward investment and business growth is ongoing
R23	Financial resource and process issues	4	4	16	Risk Unchanged	Q1 - Process improvement work is underway with additional knowledge transfer having taken place and new knowledge now being built up. key roles have been recruited to resources required are being reviewed.

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 Unchanged	Q1 - S106 monitoring and negotiation continuing. Infrastructure Delivery Plan (IDP) Review underway.
R1	Failure to safeguard children and vulnerable adults	3	5	15	Risk Unchanged	Q1 - A new training package has been developed to allow delivery to staff via Team's in light of Covid-19 and the move to home working. The sessions will be interactive and run by the Community Safety Partnership for the Council. Front line staff will be offered training sessions throughout the remainder of 2020. Member training sessions will also be offered later this year. The above is in addition to mandatory e-learning for all staff. An audit of safeguarding arrangements will also be carried out this year and an action plan will look at any suggested improvements.
R3	Failure to target services/influence partners effectively to support identified housing needs of increasing aging population	3	4	12	Risk Unchanged	Q1 - There has been some early scoping discussions regarding the Housing Strategy and Policy. Progress on this will begin over the coming months. There has been no update in relation to site purchasing issues though discussions with partners remain outgoing.
R4	Failure to influence Community Safety partners to address the key areas of public concern (including rural crime) and the negative perception of crime	3	4	12	Risk Unchanged	Q1 - The Council continues to work in partnership to protect the community. The Council completed the upgrade of all CCTV systems at the end of June giving greater capability and access to Essex Police. Cameras can now be monitored 24 Hours in the Chelmsford City Council CCTV control room. This arrangement is made via an SLA funded by the Community Safety Partnership. A recent audit of the service encouraged greater strategic coordination between members. This need is recognised and plans to integrate the Responsible Authorities Group into wider strategic working has been held back by Covid-19 but will develop during 2020

Title	Risk Description	Likelihood	Impact	Overall Risk Rating	Rating direction	Commentary
R10	Failure to develop jobs to support the growing population	3	3	9	Risk Increased	Q1 – The full impact of Covid 19 is not yet known. Estimates suggest it may take 3-4 year for national unemployment to return to 2019 levels. The Covid-19 Economic Response and Recovery Plan has been created to mitigate some impacts but some activity on hold to focus on response to COVID19. Engagement with strategic partners to develop initiatives and actions to ensure we support the creation of jobs for our growing population through investment and business growth are ongoing.
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 Unchanged	Q1 - Vacancies continue to be monitored by the Extended Leadership Team . Members have asked for starters and leavers information to still be reported to Members at Committee during 2020 and ongoing.
R11	Failure to protect personal or commercially sensitive data	2	4	8	Risk Unchanged	Q1 - Information Asset Registers have been reviewed and amended. Standard contracts clauses have been updated Data Privacy Impact Assessments and Data Sharing Agreements have been completed for a number of Covid-19 responses
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 Unchanged	Q1 - Partnership working has been strong throughout enabling MDC and partners to target resource to support those vulnerable groups. Post-COVID-19 data is expected to be published by outside bodies which will aid the requirements and understanding of the health priorities for MDC going forward.
R25	Failure to deliver finances associated to transformation programme.	2	4	8	Risk Unchanged	Q1 - MTFS update being developed by finance, and will include a review of these areas
R26	Failure to deliver channel shift, through lack of customer engagement or undelivered processes	2	4	8	Risk Unchanged	Q1 - Website demand and channel shift continues to drive upwards as a result of the COVID working arrangements

Title	Risk Description	Likelihood	Impact	Overall Risk Rating	Rating direction	Commentary
R29	Failure to deliver services as a result of COVID- 19	2	4	8	Risk Decreased	Q1 - The Council has continued to deliver the majority of services throughout the Covid-19 outbreak through remote working. Some face to face interactions (such as site/home visits) have not been possible but as lockdown eases this work is being looked at on a case by case basis. Complaints are monitored and if possible services are adjusted accordingly to prevent reoccurrence. The extended leadership team has developed a performance dashboard of services and has monitors performance on a weekly basis making interventions where necessary.
R13	Failure to manage impact of organisational change	2	3	6	Risk Unchanged	Q1 - No further change. The structure has normalised under current COVID operations
R16	Corporate policies not managed and reviewed	2	2	4	Risk Unchanged	Q1 - No change, and ELT discuss the strategic cycle and documents in their regular meetings
R12	A Committee structure which is not cost effective	1	3	3	Risk Unchanged	Q1 - GCWG paper for August Council to recommend further improvements based on the 6 month review of the committee structure, ahead of the Statutory Annual meeting
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	1	3	3	Risk Unchanged	Q1 - KPI to measure, monitor and progress this now part of Corporate Balanced scorecard. Recommended Closure
R24	Loss of key skills and knowledge across the organisation, and failure to embrace new working cultures.	1	3	3	Risk Unchanged	Q1 - No Change

Title	Risk Description	Likelihood	Impact	Overall Risk Rating	Rating direction	Commentary
R17	Failure to maximise effectiveness of services through promotion and engagement	1	2	2	Risk Decreased	Q1 - Our Digital Communications Officer has developed our social media channels and we are actively and creatively promoting and engaging with the community in a very high profile way. Over the last qtr despite the Covid-19 work, we have been promoting the work of the waste team, community protection team amongst others. Our engagement and reach for both Twitter and Facebook has grown dramatically and we are now regularly engaging with our community. Recommended closure