

Corporate Risk Register - Q1 2022/2023

Title	Risk Description	Impact	Likelihood	Overall Risk Rating	Rating direction	Commentary
R7	Failure to maintain a 5 year supply of Housing Land	5	5	25	Risk Rating Unchanged	<p>Q1 - Housing restraint policies in LDP 2017 are now considered out of date by the Council and NPPF and the 'tilted balance' in favour of granting planning permission applies in the District until it improves above 5 years again. There has been a slight improvement since the May 2022 Risk Clinic - the 5YHLS standing at 3.66 years as of 04.07.2022. This is good news for Neighbourhood Plans which are back to being in-date. However, this improvement is still not enough to improve the risk score, which remains under 5 years. Further supply is therefore required through planning applications being granted for more housing by the Council or by the Planning Inspectorate on appeal to replenish the land supply that has had homes completed on. The Council has already taken the remedial action of reviewing the strategic policies in its LDP which is a positive step to improve land supply by allocating more land and allocating a broader range of sites to help reinforce the land supply better over time; but as reported previously this will not conclude before 2024. In the meantime, the only thing the Council can do is consider applications for residential development more favourably (by applying the tilted balance in the NPPF) if they are otherwise acceptable, even if they are contrary to the spatial strategy and policies of the LDP 2017 (given they are out of date by virtue of having less than the required years' supply of land). The housing market, the pace of construction of unimplemented planning permissions and the economic cycle remain outside the council's control, but these could help sustain this risk over time.</p>

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R8	Failure to meet the affordable housing need	5	4	20	Risk Rating Unchanged	Q1 - MDC still moving forward on a specific project aimed at resolving some of this issue. Additional planning applications, outside of the LDP process, are also coming forward/getting planning permission which include affordable housing; some of these above the required level or provided significant financial contributions that can facilitate larger levels of affordable housing or unlocking stalled sites.
R15	Failure to plan and deliver balanced budgets over the medium term	5	4	20	Risk Rating Unchanged	Q1 - The 21/22 outturn was underspent against budget with a £5k drawdown from the general fund required. The cost of living crises has added further pressure to Council budgets and consistent monitoring of impacts to the MTFs are taking place.
R5	Failure to deliver the required infrastructure to support development arising from the LDP 2017	4	4	16	Risk Rating Unchanged	Q1 - The Council is not responsible for much of the infrastructure needed to support the delivery of the LDP. Despite annual targets, the LDP housing trajectory remains behind where it was forecast to be in 2017; this is not all in the Council's control, but it does have a knock-on effect on other performance measures such as the 5 Year Housing Land Supply, as well as when S106 monies to be paid, are legally due, when triggers have not been met due to the pace of construction being slower, which can also slow infrastructure delivery. S106 continues to be accrued from development sites allocated in the LDP 2017 as required by planning policy and legal agreements. The Council is robustly monitoring its S106 agreements on a weekly basis and seeking payments when specific triggers are hit; authorising the transfer of funds to third party providers or internal departments when projects are ready to draw down on their planning contributions, as well as considering whether further recovery action is necessary when contributions are not paid on time. This is now reported annually in the Infrastructure Funding Statement which is

					reported to PGA Committee. The Infrastructure Delivery Plan remains under review (as part of the LDP Review) and officers are proactively engaging with infrastructure providers more frequently (e.g. ECC Highways, Education and NHS) to ensure projects (such as the Maldon Health Hub/ South Maldon Relief Road, Limebrook Way Primary School, Southminster Health Centre, etc.) that have enough S106 funds accrued can work through their organisation's capital investment business case procedures to ensure they can be delivered to improve local services or facilities as quickly as possible. Officers continue to remain alert to possible Government funding and remain in discussions with Homes England and other partners about other funding opportunities and options that could help deliver this and other infrastructure.
R14	Unable to recruit and retain staff with specific skills sets in specialist areas to meet the demands of the service(i.e.) Planners	4	4	16	Risk Rating Unchanged Q1 - The Council continues to carry key vacancies impacting on service delivery. Officers have updated Members of the key issues through briefing's and via the Performance Governance and Audit Committee (June 22). Discussions have commenced with the Local Government Association to seek support in refreshing our recruitment processes to include best practice. With regard to Planning Services meetings have been held with the Planning Advisory Service to strengthen the recruitment of specialists and to support the existing team.

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R29	Failure to deliver services as a result of COVID- 19	4	4	16	Risk Rating Unchanged	Q1 - The majority of services continue to be delivered working within current Government guidelines. Sickness rates are low but staff are from time to time still becoming infected with Covid and each case is managed on an individual basis. This situation continues to be monitored and impacts on services are mitigated as required. Hybrid working has allowed many staff to continue to work and contribute despite isolating during the period of infection.
R31	Resources and operating staffing structure is not sufficient for resilience	4	4	16	Risk Rating Unchanged	Q1 - Officers have been reviewing the resources and staffing structures allocated across directorates within the Council . In some areas additional resources have been sought from Members and they have been allocated to meet service demands. It is anticipated the corporate Leadership Team will be making recommendations to Council by the end of Q2 this year to re visit the design of the Council to improve customer service and resilience.

Title	Risk Description	Impact	Likelihood	Overall Risk Rating	Rating direction	Commentary
R33	Lack of Temporary Accommodation & Social Housing to cope with demand	4	4	16	New Risk	<p>Q1 - Maldon District Council is not a stock holding Local Authority, having sold its social housing stock to Moat Housing Association. As such, we rely on Housing Association Partners including Moat, Chelmer Housing Partnership, SAHA and Eastlight to help deliver against our social housing needs in the District. Like many other Local Authorities we do not have adequate Social Housing supply to meet demand, with approximately 1550 applicants on our Housing Register waiting for secure accommodation. In addition to this, the Council has access to 11 temporary accommodation units for use in relation to homeless approaches (these are delivered by Moat and SAHA). All of these units are presently occupied meaning that further homeless approaches are having to be placed into hotel, B&B or HMO style accommodation. These placements are both in District but increasingly outside of District too. Out of District placements have been in areas such as: Havering Basildon Harlow Colchester Coventry, the pressure for temporary accommodation and affordable rented accommodation looks set to increase due to: Government initiatives to move asylum seekers from Hotel based accommodation to locally sourced rented properties, Buy to Let Landlords exiting the market due to less favourable returns, increases in evictions due to reduction in available Buy to Let and impact from the Cost of Living Crisis risk.</p>

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R9	Failure to have a coordinated approach to supporting inward investment and maximising business rate growth	5	3	15	Risk Rating Unchanged	Q1 - The creation of the Maldon District Investment Prospectus is now progressing well and in line with new project timeline - soft launch in Q2/3 2022/23. We continue to engaged well with ECC's Sector Development Strategy, Inward Investment approach and particularly Marketing Essex work and the recent visit of ECC's Political Leadership Team will support our cross Council work in this area. The LDP review and Employment Land Premises Study is still being progressed along with other service priorities. An updated LDP project timetable is expected by Q3 2022/23. Risk remains but improvement is expected
R4	Failure to influence Community Safety partners to address the key areas of public concern (including rural crime) and the negative perception of crime	4	3	12	Risk Rating Unchanged	Q1- The Community Safety Partnership (CSP) continues to review performance data, monitors crime trends, public perceptions of crime and fear of crime. The CSP action plan is monitored and updated annually targeting interventions as required. The CSP is now part of 'One Maldon' to ensure activities are strategically aligned with agreed outcomes and partner contributions.

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R10	Failure to develop jobs to support the growing population	4	3	12	Risk Rating Unchanged	Q1 - Pressures still exist from high numbers of vacancies and the cost of living crisis. With normally very low unemployment, the local picture is still unclear. While a number of CERT Projects are continuing to be delivered through commissioned partners, including through the North Essex Economic Board (NEEB), largely the Covid19 Economic Recovery and Transformation (CERT) Programme has concluded. Regrettably, local performance and participation in the NEEB support programmes is low. Efforts have now focused on Levelling Up Round 2 Funding (LUF) and development of the UK Shared Prosperity Funding (UKSPF) Investment Plan which will support local businesses once in place.
R11	Failure to protect personal or commercially sensitive data	4	3	12	Risk Rating Unchanged	Q1 - New Egress system is currently being installed which once "live" should prevent data breaches by staff error and identify phishing incidents and will allow secure email to be sent. Once live and working we should see a reduction in email breaches and increased security which will allow us to reduce the likelihood of incidents
R32	Failure to manage the operational impact of the cost of living crisis	3	3	9	Risk Rating Unchanged	Q1 - The economic climate continues to be monitored for impacts upon services customers and communities

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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	4	2	8	Risk Rating Unchanged	Q1 - We have strong working relationships with services and partners to deliver the health and wellbeing needs of the vulnerable population as seen in the UFEST planning. 38 partners will be present at UFEST enabling residents to engage and access services. We continue to engage with Mid Essex Alliance, the Maldon District Community Forum, Maldon District Dementia Action Alliance and Maldon District Food Support Network to support our most vulnerable residents.
R3	Failure to target services/influence partners effectively to support identified housing needs of increasing aging population	4	2	8	Risk Rating Unchanged	Q1 - The Housing Strategy is being propped for September S&R meeting. Please note that the existing Strategy is still relevant until 2023 and this is a request for extension. Councillors attending the recent SHB meeting have raised a number of discussion points on the Housing Strategy. Comments will be taken into account following completion of the extension as Housing begins to consider an updated Strategy
R13	Failure to manage impact of organisational change	3	2	6	Risk Rating Unchanged	Q1 - The plan to address the Planning Pressures has now been approved by Strategy and Resources committee, demonstrably managing the impact of the changes. Wider reviews are now underway to consider if further management actions are required to prevent an increase in this risk. Recommended closure due to this is being picked up as part of wider operational management & resilience

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R1	Failure to safeguard children and vulnerable adults	5	1	5	Risk Rating Unchanged	Q1 - Safeguarding risks continue to be picked up via the Councils online Freshserve reporting tool and its Safeguarding leads. New dates for the internal Safeguarding forum have been set: 19/07 21/09 24/11 27/01/23 The Safeguarding forum will be updated slightly to include discussions about ASB issues of concern. there is a risk that competing demands limits Officer attendance at the Forum. Some previous meetings have had to be abandoned due to lack of Officer attendance. However, this has NOT stopped essential safeguarding work from occurring.