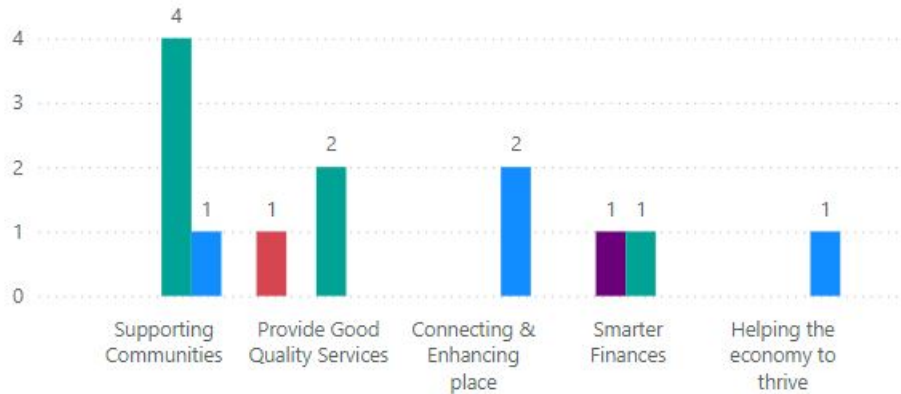


Corporate Risk Overview

2024/2025 Q1

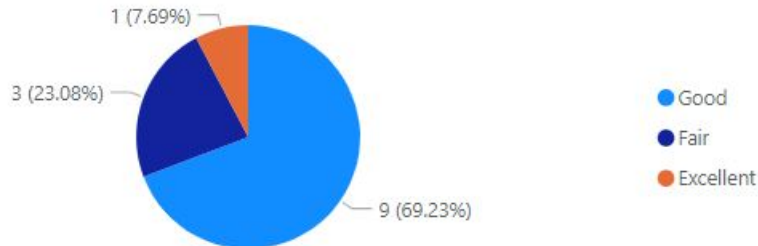
Risk Category

● Compliance ● Financial ● Operational ● Strategic



Risk Control Strength

A control is an embedded action or process that helps control or minimise the likelihood &/ impact of the risk



Active Corporate Risks

13

Risks with active mitigating actions
APPENDIX 1

2

Mitigating actions are identified to strengthen existing controls &/ risk reduction. They should be clearly defined and delivered, with a lead officer and timescales for implementation/completion.

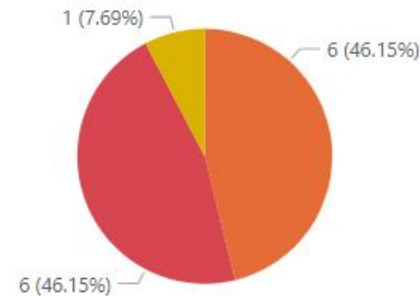
Affected Priority

● Connecting & Enhancing ... ● Helping the economy t... ● Provide Good Qu... ● Smarter Finances ● Supporting Co...

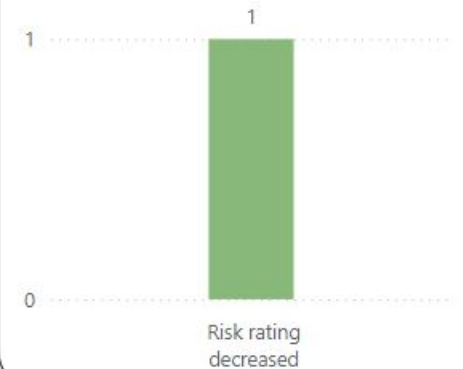


Tolerance Split

● Amber Tolerance ● Red Tolerance ● Yellow Tolerance



Risk Direction



Corporate Risk Register

Ref	Risk Description	Impact	Likelihood	Overall Risk Rating	Rating direction	Q1 2024/2025 Commentary	Control Strength	Additional Mitigating Action	Year Raised
R5	Damage to the Councils reputation associated with delays to planned infrastructure delivery in the District by third parties which is due to support approved development	4	5	20	Risk Rating Unchanged	MDC is not responsible for delivering and/ or providing much of the infrastructure needed to support the delivery of the District's approved growth; instead it must seek to use its position to influence and hold other organisations to account for that delivery. MDC does still have a very important role in securing developer contributions (S106) from relevant schemes where a likely impact on infrastructure can be evidenced, to justify mitigation where a grant of permission could then be deemed acceptable. Whilst development is visibly occurring in the District, it has not been at the pace forecast in the LDP in 2017, which has had a knock on effect on the payment triggers for S106 funds. This money will come when the triggers are met, but this is leading to a slowing in the pace of infrastructure delivery on the ground and can, seem to the public, as though development in the District is not providing infrastructure upgrades, despite the lawful process being followed by developers and MDC/ECC. MDC continues to secure S106 contributions and it is robustly monitoring them to ensure when sums are owed they are being paid and if not recovery action will be followed. This is reported annually every Q1/Q2 to PGA Committee in the Infrastructure Funding Statement. MDC's Infrastructure Delivery Plan remains under review as part of the LDP Review and officers are proactively engaging with infrastructure providers (e.g. ECC Highways and Education and the NHS) to keep track of projects being planned in the District that were expected to be delivered between 2014 and 2029 (the LDP period). This engagement helps ensure work is started through their organisation's capital investment business case procedures to design and programme works to improve local services or facilities as quickly as possible. Officers remain alert to national spending reviews that could impact on budgets of third parties and possible Government funding and will remain in discussions with all partners such as ECC, Homes England and Department for Transport to take advantage of other funding opportunities and options if they arise.	Good - controls in place are considered adequate and reduce the risk	None Required	2014/15
R8	Failure to meet the affordable housing need	5	4	20	Risk Rating Unchanged	In respects of units granted planning permission, the Council is broadly on track against its LDP policy targets for increasing affordable housing by 2029, with a shortfall of 91 units. The only way this can get better is if more affordable housing was granted planning permission either in compliance with the minimum levels specified in the LDP Policy, or by greater than policy requirements. In respects of the operational delivery, the strategic housing team continues to take part in negotiations for new housing to come through major development to secure new units in accordance with the Local Needs Assessment.	Fair - some controls in place and some reduction in risk but still not adequate	Under Review	2016/17
R15	Failure to plan and deliver balanced budgets over the medium term	5	4	20	Risk Rating Unchanged	No change to risk score or controls compared to last year. A balanced budget has been set for 2024/25 and the medium term gap has reduced as a result of the controls in place to manage the risk; however the longer term financial position remains challenging and delivery of savings agreed in 2024/25 and 2025/26 will need to be closely monitored to ensure they remain on track. The Finance Member Group has commenced work on the 2025/26 budget process to allow sufficient time for plans to be agreed and delivered ahead of the new financial year.	Good - controls in place are considered adequate and reduce the risk	None Required	2008/09

Ref	Risk Description	Impact	Likelihood	Overall Risk Rating	Rating direction	Q1 2024/2025 Commentary	Control Strength	Additional Mitigating Action	Year Raised
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	The Council still relies on agency staff to deliver planning services. A new approach is being trialled working with Essex County Council to identify suitable candidates for roles and necessary recruitment processes. To date there has been mixed results but the overall shortage of skilled planning staff on a National basis remains a limiting factor in successfully filling vacant posts. Work with the Essex Planning Officer Association continues and builds on the work started by MDC and the LGA to address the situation in Essex. In addition discussions at North Essex Councils has a focus on the shared services agenda which may have a positive impact on the situation but this is still some way off delivering change	Good - controls in place are considered adequate and reduce the risk	Yes	2015/16
R31	Inadequate staffing structure and resource for resilience	4	4	16	Risk Rating Unchanged	Work is underway to review the Councils Corporate Plan at mid-point and Members are being asked to review the priorities over the summer. Separately services are participating in a savings exercise but also highlighting service pressures in year or expected as detailed below. The appointment of a new Chief Executive this summer also gives an opportunity to review the structure of the Council to ensure it aligns to the Corporate Plan priorities identified and resources are aligned as necessary to meet that aim. In the meantime Officers are horizon scanning external influences and pressures including looking at the implications of the new Government's direction of travel. All of the above will feed into the MTFs and 2025/26 budget cycle later this year.	Fair - some controls in place and some reduction in risk but still not adequate	Under Review	2021/22
R33	Lack of Temporary Accommodation & Social Housing to cope with demand	4	4	16	Risk Rating Unchanged	The refurbishment of Stephen's House is underway and is being project managed by Townsend Bowen. This Temporary Accommodation (TA) is expected to be available by Q3. Following Council agreement (subject to funding) in March 2024, MDC is progressing with the nomination rights to 2 supported units in Chelmsford. The funding from this will come from commuted sums. The Council will continue to explore other opportunities to create more TA within District and to work with partners and lobby Government for support.	Fair - some controls in place and some reduction in risk but still not adequate	Under Review	2022/23
R1	Failure to safeguard children and vulnerable adults	5	2	10	Risk Rating Unchanged	With the departure of the Head of Housing who was MDC's Lead Safeguarding Officer, the Deputy Safeguarding Officer is covering for the interim with the support of the Designated Safeguarding Officers (DSOs). Training in Adult and Children Safeguarding has been completed by the DSOs. The online procedure for staff to raise safeguarding concerns continues to work effectively. These come through to the DSO group and are assessed and escalated to ECC where necessary. Therefore any safeguarding risks are being effectively managed.	Good - controls in place are considered adequate and reduce the risk	None Required	2012/13
R7	Failure to maintain a 5 year supply of Housing Land	5	2	10	Risk Rating Decreased	Update of Maldon District 5YHLS position confirmed as 6.3 years in May 2024. This is the baseline position that will be used to defend the Council's land supply position at planning appeals. Monitoring of 5YHLS will occur in-year when officers are required to support in-year data updates for the planning appeal process. The risk has decreased given for two years in a row the housing land supply has been assessed as being over 5 years, however, it will be closely monitored to determine how the land supply is influencing planning decisions in the District.	Good - controls in place are considered adequate and reduce the risk	None Required	2017/18

Ref	Risk Description	Impact	Likelihood	Overall Risk Rating	Rating direction	Q1 2024/2025 Commentary	Control Strength	Additional Mitigating Action	Year Raised
R32	Uncertainty of the cost of living crisis impacts	3	3	9	Risk Rating Unchanged	<p>The Council along with partners continue to review the economic situation. Pan Essex discussions with the County Council and Department for Work and Pensions (DWP) occurs on a frequent basis. The Council will be re sharing key messaging from the DWP on our website and social media this autumn.</p> <p>Regarding winter fuel payments and hardship, the Gov has requested assistance in these areas.</p> <ul style="list-style-type: none"> - Support in driving a national Pension Credit promotion campaign and awareness-raising. - Building on the findings of a recent trial where DWP invited pensioner Housing Benefit households in ten Local Authority areas to claim Pension Credit as well. Our aim is to apply the lessons from this trial and extend the approach to all Local Authorities in the coming months. - Working with DWP and other partner organisations such as Age UK and Citizen's Advice to explore ways to reach out to eligible pensioners and help them to make a Pension Credit claim. - To help us consider the safest and most sensible way to bring together the administration of pensioner Housing Benefit and Pension Credit. - Ensuring the best possible sharing of information so that each citizen receives the benefits to which they are entitled. 	Good - controls in place are considered adequate and reduce the risk	None Required	2022/23
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	<p>The risk rating remains unchanged due to our strong working relationships with district and regional partners. We continue to work in partnership to support our most vulnerable residents with Mid Essex Alliance, One Maldon District, Maldon District Community Forum, Livewell Board and Integrated Neighbourhoods.</p>	Good - controls in place are considered adequate and reduce the risk	Yes	2016/17

Ref	Risk Description	Impact	Likelihood	Overall Risk Rating	Rating direction	Q1 2024/2025 Commentary	Control Strength	Additional Mitigating Action	Year Raised
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	2	8	Risk Rating Unchanged	<p>Attendance by all statutory partners at strategic meetings during 2024 remains good. On a operational level, the completion of the community safety hub and co-location of Council and Essex Police staff has improved data sharing and joint working, reduced duplication and will result in improved outcomes for the public. There has already been joint projects focussing on responding to hot spots, engagement, schools, modern day slavery and nights of action. Whilst all crime and ASB has reduced during 2024/25, there has been an increase in acquisitive crime which has prompted the partnership to include this as a priority for 2024/25. The introduction of Maldon Dispatch (weekly e-bulletin) and Let's Talk face-to-face meetings, together with planned public engagement events will help improve the negative perception of crime. Crimestoppers are also doing a focussed project in Tollesbury</p> <p>The recent civil unrest in the Country triggered close partnership working in Essex to ensure residents and businesses were safe and able to continue without disruption. Essex was fortunate in that it has relatively few but peaceful gatherings. The Maldon District was unaffected. The key messaging given by partners during the period was to ensure false information shared on social media platforms was not re shared. Clear local communications were established with partners. A review of the communications locally will be discussed in an upcoming Responsible Authorities Group meeting and any improvements identified will be implemented.</p>	Good - controls in place are considered adequate and reduce the risk	None Required	2017/18
R11	Failure to protect personal or commercially sensitive data	4	2	8	Risk Rating Unchanged	<p>Meetings held with some departments to ensure departments are aware of data they hold, document retention periods and to discuss any data protection issues that they have had. Data breaches are minimal and low level. Policy review is under way.</p>	Good - controls in place are considered adequate and reduce the risk	None Required	2009/10
R34	Failure to have a structured way to engage and support local business	2	2	4	Risk Rating Unchanged	<p>This risk continues to be mitigated by delivery of the funded Supporting Local Business engagement programme. The success of the delivery is evidenced through the Corporate KPI reporting. It should be noted the delivery of the above contract is externally funded, via UKSPF, until end of March 2025. If not renewed, this rating direction will change negatively.</p>	Good - controls in place are considered adequate and reduce the risk	None Required	2023/24