

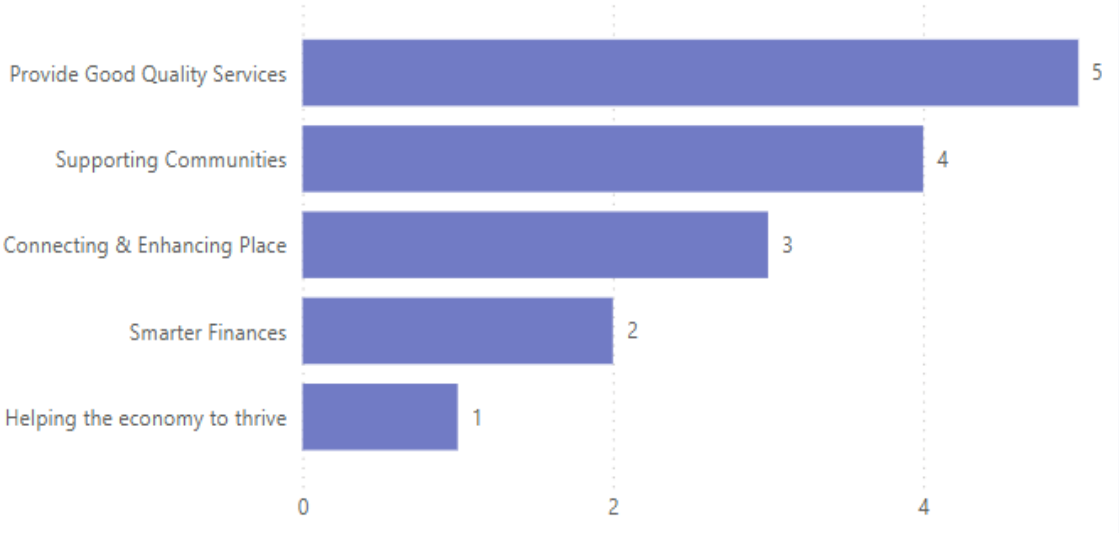
Corporate Risk Register

15
Active Risks

2
Mitigating Actions

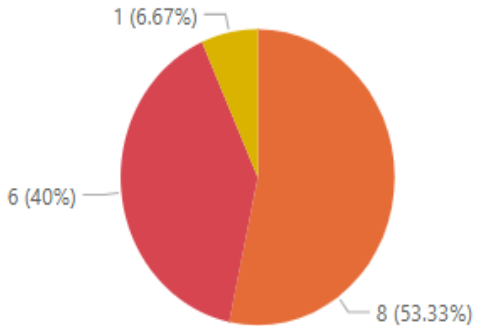


Priority Risk



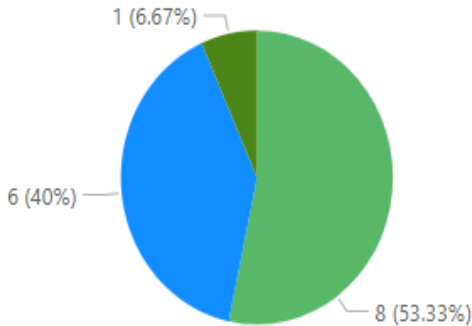
Tolerance Split

● Amber Tolerance ● Red Tolerance ● Yellow Tolerance

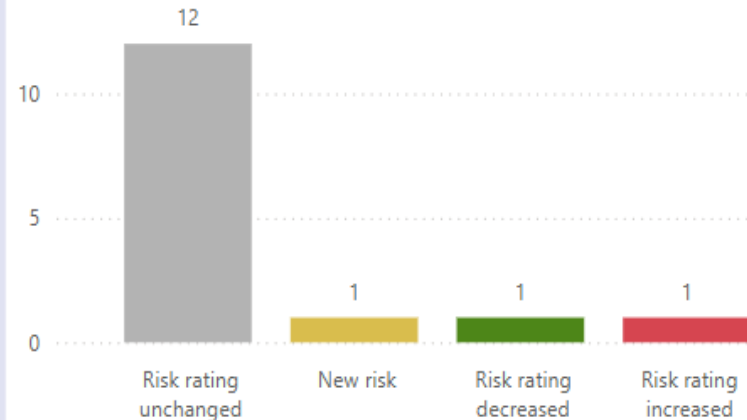


Risk Control Strength

● Good ● Fair ● Excellent



Rating Direction



Corporate Risk Register

Risk ID	Risk	Likelihood	Impact	OverallRisk Rating	RatingDirection	Recent Update	Year Raised
5	Failure to maintain a 5 year housing land supply	5	5	25	Risk rating increased ↑	Q3 24/25 - Until 11th December 2024, the 5YHLS (as last reviewed in May 2024 as 6.3 years) was calculated using the national Standard Methodology as published in the 5YHLS Report. On 12 December 2024, the Government updated the National Planning Policy Framework, changed the Standard Methodology and requires Councils to have at least a 5% buffer on their land supply which had not been the case since Dec 2023; impacting on the Maldon District position. As reported as a new risk in the Q2 update, the NPPF changes means the 5YHLS falls to 2.7 years, meaning the titled balance allowed by the NPPF applies to planning applications for housing, which means LDP policies which restrain or control development such as S1, S2 and S8 and made Neighbourhood Plans can be regarded as out of date and carry less weight in determining planning applications and appeals with immediate effect. Maldon District's housing target increased 106% on 12 December 2024 from 276 to per annum to 569. Whilst the published 5YHLS position reflects the May 2024 position presented and agreed by Council, the impact of national policy changes must now be considered in any planning application decisions including appeals. Monitoring of 5YHLS will occur in-year when officers are required to support in-year data updates for the planning appeal process	2017/18

Risk ID	Risk	Likelihood	Impact	OverallRisk Rating	RatingDirection	Recent Update	Year Raised
4	Damage caused to the Council's reputation associated with delays to planned infrastructure delivery in the District by third parties which was due to mitigate approved development.	5	4	20	Risk rating unchanged →	Q3 24/25 - With the exception of investment in existing open spaces and play areas, MDC is not responsible for delivering and/ or providing much of the other 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 committed delivery. MDC does however 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 many 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 securing/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 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.	2014/15

Risk ID	Risk	Likelihood	Impact	Overall Risk Rating	Rating Direction	Recent Update	Year Raised
6	Failure to meet the affordable housing need	4	5	20	Risk rating unchanged →	<p>Q3 24/25 - From a planning perspective, new KPI information is now being monitored to show affordable housing delivery against Local Development Plan targets and, what partners are delivering on the ground in the District on an annual basis. This helps to enhance the contextual representation of data relating to affordable housing from the supply and delivery sides. In addition, in late 2024 an update to the District Economic Viability Study commenced to determine how viable the provision of various policy requirements is within the Maldon District; and this will be followed by the start of an update in early 2025 of the Local Housing Needs Assessment, which will inform the scale and type of housing needed in the District.</p> <p>The service is working well with partners to address affordable housing needs across Essex through a collaborative approach. It is felt MDC is doing all it can in this respect and it is hoped that this activity will eventually bring the risk down.</p>	2016/17
8	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 →	<p>Q3 24/25 - The Partnership with Essex CC in terms of planning officer recruitment is being formalised and looking to fund with budget 25/6. Pressures are also being addressed in other areas including Environmental Health where the market for recruitment is difficult.</p>	2015/16
10	Inadequate staffing structure and resource for resilience	4	4	16	Risk rating unchanged →	<p>Q3 24/25 - Corporate Plan review now complete and updated Plan approved by Council. chief Exec is progressing review of structure to match resources and staff structure to the new plan. Initial meetings to progress work scheduled in early January.</p>	2021/22
12	Lack of Temporary Accommodation & Social Housing to cope with demand	4	4	16	Risk rating unchanged →	<p>Q3 24/25 - Cecil Mary House is now fully occupied. The refurbishment of Stephens House is nearing completion, and the property will be ready to let by the end of February. This will increase our temporary accommodation capacity by six units, including one unit with disabled access.</p>	2022/23

Risk ID	Risk	Likelihood	Impact	Overall Risk Rating	Rating Direction	Recent Update	Year Raised
16	Failure to engage and prepare to be ready for any impact of Local Government Review	3	4	12	New risk	☆ New risk raised and accepted onto the Corporate Risk Register as of Q3 24/25	2024/25
1	Failure to safeguard children and vulnerable adults	2	5	10	Risk rating unchanged	→ Q3 24/25 - Relevant officers have undergone Enhanced Safeguarding training as well as a reshuffle in Lead/Deputy and other officers	2012/13
9	Failure to plan and deliver balanced budgets over the medium term	2	5	10	Risk rating decreased	↓ Q3 24/25 - Local government financial planning is challenging due to factors like one-year settlements, economic pressures, wage increases, and volatile interest rates. However, the Council's medium-term financial outlook is stable, despite those challenges. The new leisure contract has boosted commercial income, and despite reduced interest income and the use of strategic reserves, the Council has sufficient reserves to manage economic shocks and plan for the future. While there are uncertainties in local government funding, the announcement of a multi-year settlement for 2026-27 is reassuring and will aid in medium-term planning. Local Government Reform remains a concern, but its financial impact is unclear due to limited information.	2008/09
11	Uncertainty of the cost of living crisis impacts	3	3	9	Risk rating unchanged	→ Q3 24/25 - The Council continues to monitor the economic situation and regular meetings with partners continue through the One Maldon Partnership which helps identify emerging issues and trends. Customers are signposted to organisations who are able to provide independent financial support and reductions are available for low income households in the form of council tax support.	2022/23
14	Changes in national policy from the new government leading to uncertainty of impacts to project and service delivery.	3	3	9	Risk rating unchanged	→ Q3 24/25 - Regular communications with Government departments and regional groups at both Chief Officer and Member levels. Discussion and awareness in place within leadership team of Members and CLT+, as information is released assess impacts. CLT+ continue to monitor and brief members accordingly.	2024/25

Risk ID	Risk	Likelihood	Impact	OverallRisk Rating	RatingDirection	Recent Update	Year Raised
2	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 24/25 - The risk rating remains unchanged due to our continued 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.	2016/17
3	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 unchanged →	Q3 24/25 - Close partnership working continues between the Community Safety Partners working within the Maldon District, and Maldon continues to have the lowest crime rate of all Districts within Essex. Work continues to be developed focussing on the key Maldon issues and also the perception of crime	2017/18
7	Failure to protect personal or commercially sensitive data	2	4	8	Risk rating unchanged →	Q3 24/25 - Rating Remains unchanged. Currently awaiting internal audit report for improvements to Data Protection Management across the Council. Register of Processing activities (ROPA) will require updating. No reportable breaches to the ICO.	2009/10
13	Failure to have a structured way to engage and support local business	2	2	4	Risk rating unchanged →	Q3 24/25 - This risk continues to be mitigated by delivery of the funded Supporting Local Business engagement programme and our collaborative work with the North Essex Economic Board. The success of both is evidenced through the Corporate KPI reporting and PGA committee updates.	2023/24