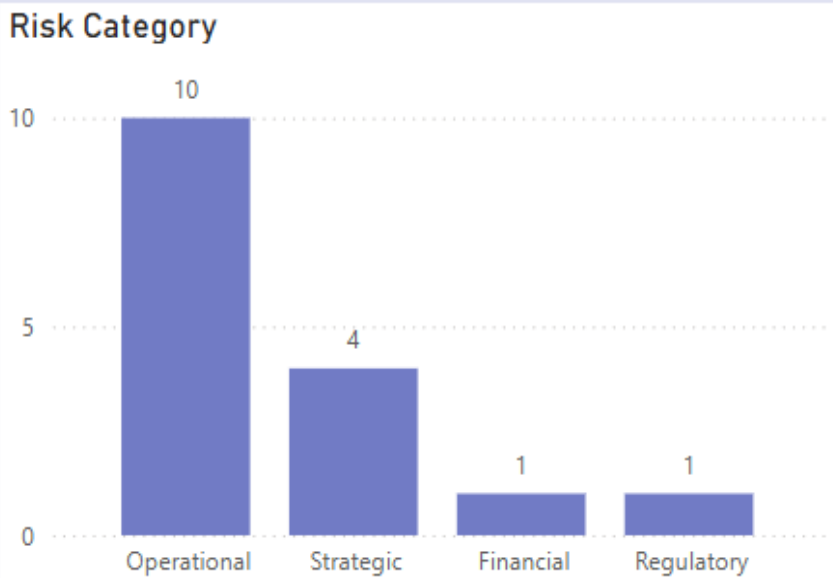


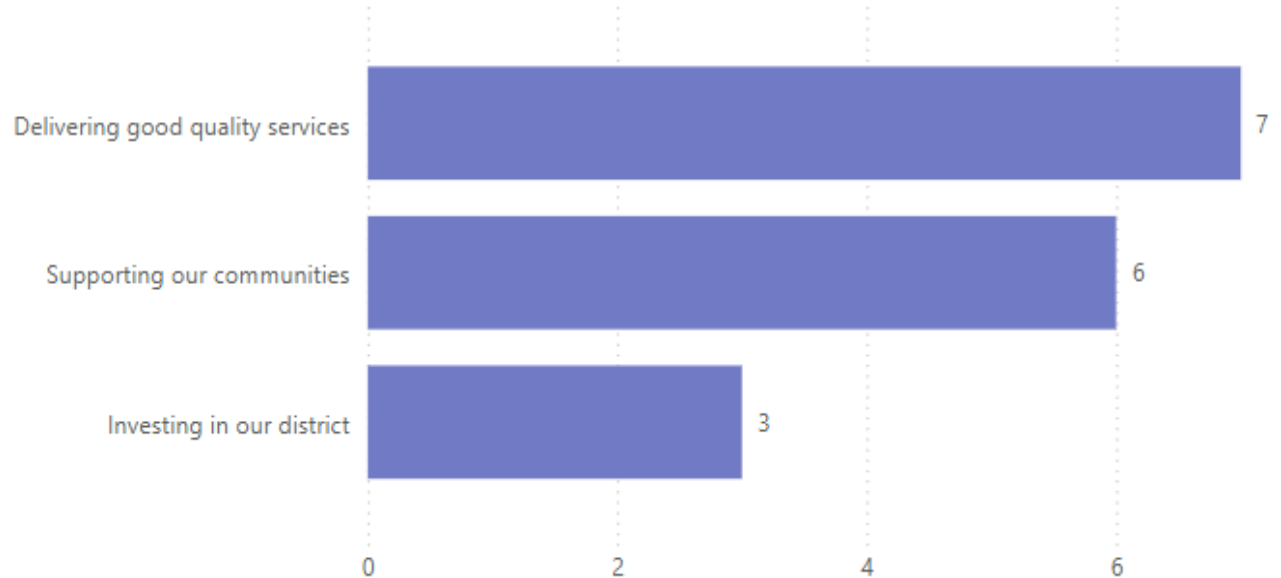
Corporate Risk Register

16
Active Risks

5
Mitigating Actions

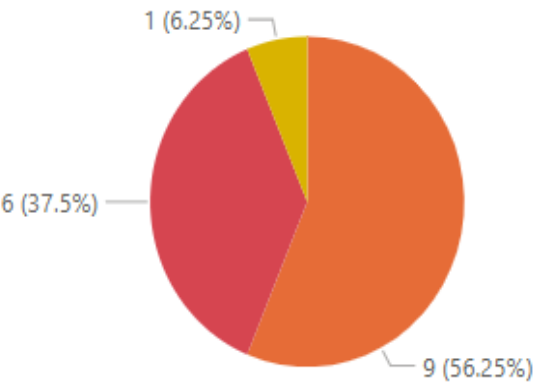


Priority Risk



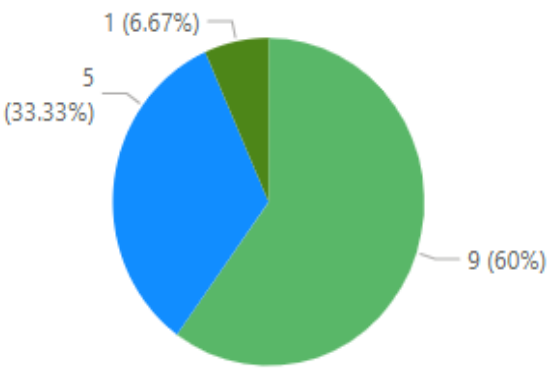
Tolerance Split

Amber Tolerance Red Tolerance Yellow Tolerance

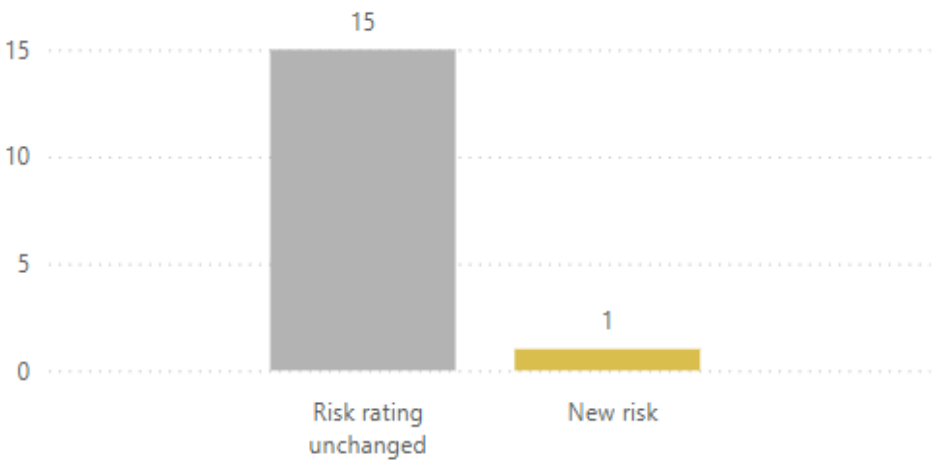


Risk Control Strength

Good Fair Excellent



Rating Direction



Acronym Table

Acronym	Term
ASB	Anti-Social Behaviour
CLT	Corporate Leadership Team
DSRO	Designated Safeguarding Reproting Officer
ECC	Essex County Council
ESAB	Essex Safeguarding Adults Board
ICO	Information Commissioners Officer
KPI	Key Performance Indicator
LDP	Local Development Plan
LGA	Local Government Review

Acronym	Term
MHCLG	Ministry of Housing, Communities and Local Government
MDC	Maldon District Council
MTFS	Medium Term Financial Strategy
OMD	One Maldon District
RP	Registered Provider
SIRO	Senior Information Risk Owner
UKSPF	UK Shared Prosperity Fund
YHLS	Year Housing Land Supply

Corporate Risk Register

APPENDIX 1

Risk ID	Risk	Likelihood	Impact	OverallRisk Rating	RatingDirection	Recent Update	Control Strength	Year Raised
5	Failure to maintain a 5 year housing land supply	5	5	25	Risk rating unchanged →	Q4 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 under 5 years 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 and adjustments are possible in-year when affordability ratios are updated by the Government. 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. Officers are working with Members to review the 5YHLS Methodology to ensure it is fit for purpose at optimising the land supply from available sites in the District.	Good	2017/18

Risk ID	Risk	Likelihood	Impact	Overall Risk Rating	Rating Direction	Recent Update	Control Strength	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 →	Q4 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 suitable mitigation investment where a grant of permission could then be deemed acceptable. Whilst development is visibly occurring in the District, it has not been at the much faster pace forecast in the LDP in 2017. This is one of the reasons why there has been a knock on effect on the payment triggers for many S106 thematic 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 debt recovery action will be followed-up. 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	Good	2014/15

Risk ID	Risk	Likelihood	Impact	Overall Risk Rating	Rating Direction	Recent Update	Control Strength	Year Raised
6	Failure to meet the affordable housing need	4	5	20	Risk rating unchanged →	<p>Q4 25/26 - The Planning department are now monitoring new KPI information 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 an update of the Local Housing Needs Assessment has also been commissioned to inform the scale and type of housing needed in the District.</p> <p>The Housing department are looking to commission someone to rewrite the Housing Strategy for 2025-28 which will define how the service measure the need for affordable housing (and other types of housing) and evidence this through to delivery. Housing collaborate with Planning colleagues and developers throughout the pre-app, determination and development phases, ensuring what is being proposed and approved meets the current needs of those on the Housing Register and the targets outlined within the Local Development Plan. Progress will be reported through the Service Plan Highlight Report and Balanced Scorecard each month.</p>	Good	2016/17
8	Unable to recruit and retain staff with specific skills sets in specialist areas to meet the demands of the service	4	4	16	Risk rating unchanged →	<p>Q4 24/25 - The Partnership with Essex CC in terms of planning officer recruitment is being finalised 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. Increasing pressures are recognised in Building Control as regulatory changes have affected the employment market and we also expect there may be a further impact from the local government review</p>	Fair	2015/16
10	Inadequate staffing structure and resource for resilience	4	4	16	Risk rating unchanged →	<p>Q4 24/25 - Work progressing through LGA looking at the staffing structure and progress should ease some of the challenges through updated structure</p>	Fair	2021/22

Risk ID	Risk	Likelihood	Impact	Overall Risk Rating	Rating Direction	Recent Update	Control Strength	Year Raised
12	Lack of Temporary Accommodation & Social Housing to cope with demand	4	4	16	Risk rating unchanged →	Q4 24/25 - Stephens House is now complete with all units occupied and managed through CHESS. Friary Fields will be used by MDC for temporary 'supported' accommodation as we now have sole use of these units for single homeless. A paper is being written to secure funding for 2 supported units in Chelmsford for which MDC will have nomination rights for. It was hoped these could be secured through S106 monies, but the paper will request a drawdown on reserves instead so we don't miss out on these 2 units. Senior Officers at MDC are meeting bi-monthly with our main housing providers (CHP and Moat) and working more closely with them to resolve operational delays with existing housing stock and progress opportunities for new housing within the district.	Fair	2022/23
16	Failure to engage and prepare to be ready for any impact of Local Government Review	3	4	12	Risk rating unchanged →	Q4 24/25 - Continue to engage MHCLG, Essex County and other districts in the development of business case	Fair	2024/25
17	Failure to provide adequate building safety and access systems	3	4	12	New risk ☆	Q4 24/25 - This is a new risk, highlighting the challenges with the outdated entry and security systems. The proposals for replacement are being re-specified and broken down into separate lines eg - entry system, security, cctv, for members to agree to prioritise and fund the essential work.		2025/26
1	Failure to safeguard children and vulnerable adults	2	5	10	Risk rating unchanged →	Q4 24/25 - Regular meetings have been established with relevant safeguarding staff (lead, deputy, dsros) to analyse stats and proportionate reporting. This will all feedback to a new Policy and Procedure document and will help spread the work load of all DSROs	Good	2012/13
9	Failure to plan and deliver balanced budgets over the medium term	2	5	10	Risk rating unchanged →	Q4 24/25 - The forecast outturn for 2024/25 is c.£1m surplus, which will be added to reserves. The Council has a MTFS in place, which is sustainable and aligned to corporate objectives i.e. providing the funding and resources for budget managers to deliver on corporate goals. The budget monitoring process is currently under review and when complete, budget managers will receive comprehensive training on how to manage budgets and report on variances to ensure budget management is a whole-organisational responsibility.	Good	2008/09

Risk ID	Risk	Likelihood	Impact	Overall Risk Rating	Rating Direction	Recent Update	Control Strength	Year Raised
11	Uncertainty of the cost of living crisis impacts	3	3	9	Risk rating unchanged →	Q4 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. Whilst capacity is being increased the pressure still continues, as a result the risk rating remains unchanged.	Good	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 →	Q4 24/25 - Regular communications with Government departments and regional groups at both Chief Officer and Member levels. Discussions 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.	Fair	2024/25
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 →	Q4 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.	Excellent	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 →	Q4 24/25 - This risk continues to be low level, with continuing strengthening of partnership working, demonstrated through the positive annual review of the Maldon Community Safety plan with partners and the opening of the new community safety hub based in MDC offices.	Good	2017/18

Risk ID	Risk	Likelihood	Impact	OverallRisk Rating	RatingDirection	Recent Update	Control Strength	Year Raised
7	Failure to protect personal or commercially sensitive data	2	4	8	Risk rating unchanged →	Q4 24/25 - Audit has been undertaken of Data Protection with results due to provide to committee in June 2025. Review of the Register of Processing Activities (ROPA) is currently underway. Continuing to work with the SIRO to identify any risks and address these accordingly. No complaints have been made to the ICO. Risk therefore remains the same.	Good	2009/10
13	Failure to have a structured way to engage and support local business	2	2	4	Risk rating unchanged →	<p>Q4 24/25 - The risk continues to be managed by having an external contract in place to deliver business engagement through digital and in person means. This contract is in place for 1 year commencing 1st April 2025. The KPIs associated with this contract will be monitored and reported through the Corporate KPI process.</p> <p>Our work with the North Essex Economic Board also provides increased engagement opportunities for businesses in the district.</p> <p>Recommended Risk to now be monitored by service and closure from the Corporate Risk register.</p>	Good	2023/24