

Corporate Risk Register

15

Active Risks

5

Mitigating Actions

Risk Category



Priority Risk

Delivering good quality services

7

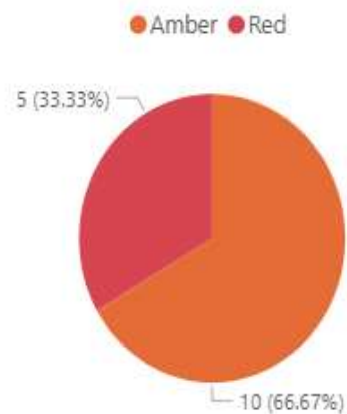
Supporting our communities

5

Investing in our district

3

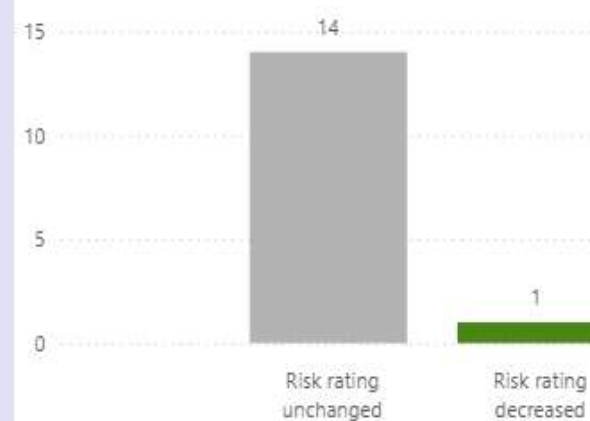
Tolerance Split



Risk Control Strength



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 |

| 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 → | Q1 25/26 - The 5YHLS stands at 2.7 years under the Council's approved 5YHLS Methodology, taking into account changes made by the National Planning Policy Framework update in Dec 2024. This means the NPPF's titled balance is engaged 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policies which restrain or control development such as S1, S2 and S8 and made Neighbourhood Plans can be regarded as out of date or carry less weight in determining planning applications and appeals. Maldon District's housing target can move and this position can get better or worse, in-year when affordability ratios are updated by the Government. Monitoring of 5YHLS will occur in-year when officers are required to support in-year data updates for the planning appeal process. Officers and the Planning Policy Working Group have been reconsidering the 5YHLS Methodology to ensure it is fit for purpose at optimising the land supply from available sites in the District; it will be brought to Council for approval in Q2 25/26. | Good | 2017/18 |
| 6 | Failure to meet the affordable housing need | 4 | 5 | 20 | Risk rating unchanged → | <p>Q1 25/26 - The Planning department continue to monitor the KPI to show affordable housing delivery against the LDP targets and what Registered Providers or developers are delivering around the District on an annual basis. The LDP Review's update to the District's Local Housing Needs Assessment and Economic Viability Study are underway to examine the scale, size and types of housing needed in the District and the viability of policy requirements including affordable housing.</p> <p>The Housing department is working closely with colleagues in Planning Policy and Development Management to engage with developers early on, using data from the LDP, SHNA and Housing Register to inform housing need. Funding has been identified to bring in a Strategic Housing Lead on a 12-month fixed-term contract to produce a new Housing Strategy and supporting suite of documents. This will set out how MDC applies a rigorous and data led approach, engaging with all key stakeholders to define the Council's key priorities to meeting housing need, building stronger integration with planning, health and regeneration functions in the process. It is anticipated this post will be filled by October.</p> | Good | 2016/17 |

| Risk ID | Risk | Likelihood | Impact | OverallRisk Rating | RatingDirection | Recent Update | Control Strength | Year Raised |
|---------|---|------------|--------|--------------------|-----------------------|--|------------------|-------------|
| 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 | → Q1 25/26 - Recruitment continues to be a challenge for many specialist roles. Specifically the recruitment market for Building Control Officers following the changes to the regulations around Building Control Officers. We are using the interim market to support the department but the associated costs have increased significantly. We continue to support Development Management with interim officers and are moving at the end of Q1 towards advertising through the agreement developed with ECC for advertising permanent planning roles. | Fair | 2015/16 |
| 10 | Inadequate staffing structure and resource for resilience | 4 | 4 | 16 | Risk rating unchanged | → Q1 25/26 - Transformation Proposals to Council in August will seek to address any continuing challenges. | Fair | 2021/22 |
| 12 | Lack of Temporary Accommodation & Social Housing to cope with demand | 4 | 4 | 16 | Risk rating unchanged | → Q1 25/26 - There is a significant and ongoing risk associated with the lack of available Temporary Accommodation (TA) and Social Housing, driven by increasing national and local housing demand. Despite these stark challenges, our TA numbers have remained relatively static, reflecting effective management of existing placements and preventative measures. However, the underlying pressure on housing services remains high, with limited housing supply continuing to threaten our ability to meet statutory duties. | Fair | 2022/23 |

| 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. | 4 | 3 | 12 | Risk rating decreased |  <p>Q1 25/26 - 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 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, etc.) 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. Specifically, the Council wrote to the Secretary of State for Health in June 2025 with concerns about how the the District Valuer and NHS England rules were impacting on bringing local health centres forward.</p> | Good | 2014/15 |

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|---------|---|------------|--------|---------------------|-------------------------|---|------------------|-------------|
| 16 | Failure to engage and prepare to be ready for any impact of Local Government Review | 3 | 4 | 12 | Risk rating unchanged → | Q1 25/26 - A LGR Member Working group has been set up to provide more regular updates to members and a SharePoint folder to enable sharing of all documents and information. We continue to engage MHCLG, Essex County and other districts in the development of business cases | Fair | 2024/25 |
| 17 | Failure to provide adequate building safety and access systems | 3 | 4 | 12 | Risk rating unchanged → | Q1 25/26 - Proposals were taken through Committee and Council process to update systems, based on the identified risks. Entry system and Fire System updates approved by Members and will now progress. Risks remain the same until work undertaken. | Fair | 2025/26 |
| 1 | Failure to safeguard children and vulnerable adults | 2 | 5 | 10 | Risk rating unchanged → | Q1 25/26 -In person safeguarding training delivered to front line staff, to enhance e-learning. -Additional Designated Safeguarding Officer fully trained. -New procedure introduced to identify a daily Duty Safeguarding Officer, making it simpler for staff to get direct access to a DRSO for advice/ guidance and reporting, and to increase resilience. -Attendance at Essex Safeguarding Board to prepare for Section 11 Audit later in year. -Internal Audit due to start Q2. | Good | 2012/13 |
| 9 | Failure to plan and deliver balanced budgets over the medium term | 2 | 5 | 10 | Risk rating unchanged → | Q1 25/26 - The outturn 24/25 confirmed as £853k underspend (June S&R). Accounts have been prepared (pre-audit) ahead of the deadline and presented to PG&A (July). An early insight into 25/26 forecast has been provided to S&R (July) for P2 and P3 is in hand. These are all positive and demonstrate that the financial management infrastructure is in place and effective, and that the authority is positioned well to manage financial risks through the course of the year. | Good | 2008/09 |
| 11 | Uncertainty of the cost of living crisis impacts | 3 | 3 | 9 | Risk rating unchanged → | Q1 25/26 - The work and oversight of conditions and emerging issues continues as per the Q4 update. Recommended closure and for impacts to be managed by individual services when they arise. | Good | 2022/23 |

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|---------|---|------------|--------|---------------------|-------------------------|---|------------------|-------------|
| 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 → | Q1 25/26 - Regular communications continue 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 → | Q1 25/26 - 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 → | Q1 25/26 - The Maldon Community Safety Partnership is performing well with good engagement from partners. Pro-active work with schools and young people through Make Space For Girls is being built into skate park developments and wider spaces at Parks, and engaged funding through UKSPF and REPF. Community Safety also strongly represented and supported through the One Maldon District Partnership. | Good | 2017/18 |
| 7 | Failure to protect personal or commercially sensitive data | 2 | 4 | 8 | Risk rating unchanged → | Q1 25/26 - Record of Processing Activities (ROPA) now completed. Members were reminded of training which has resulted in more completing the course. Monthly meetings with Senior Information Risk Officer (SIRO) continuing Implementation of SOC improved security monitoring in relation to IT hacking attempts. | Good | 2009/10 |