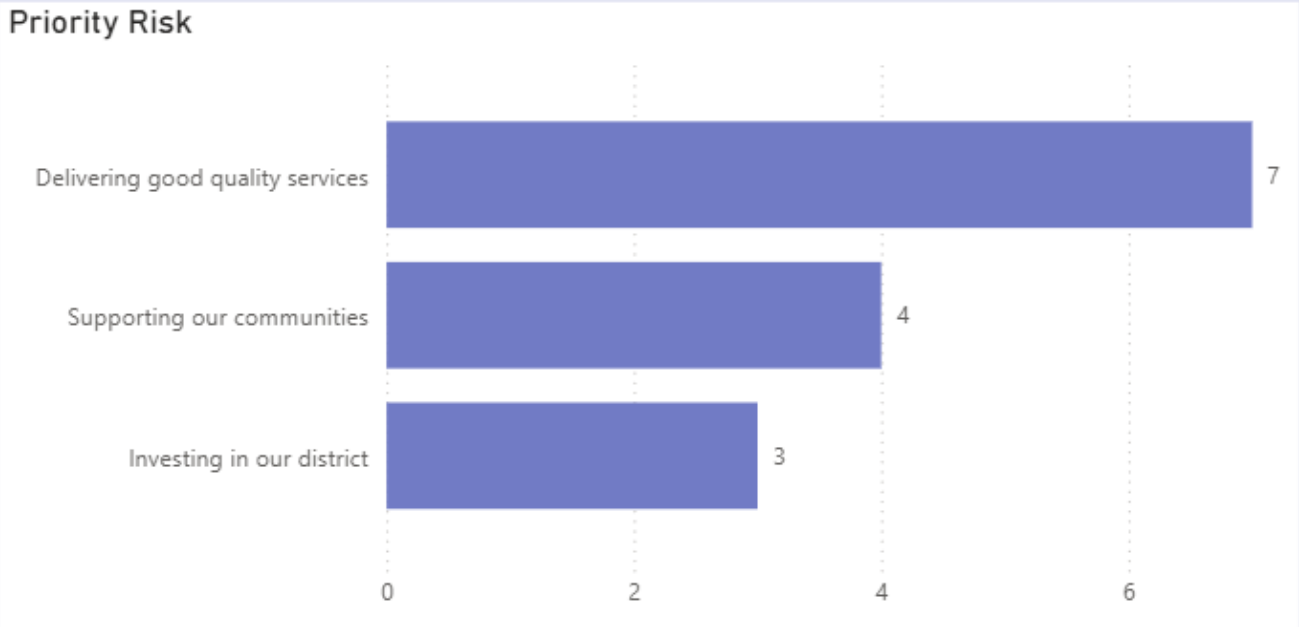
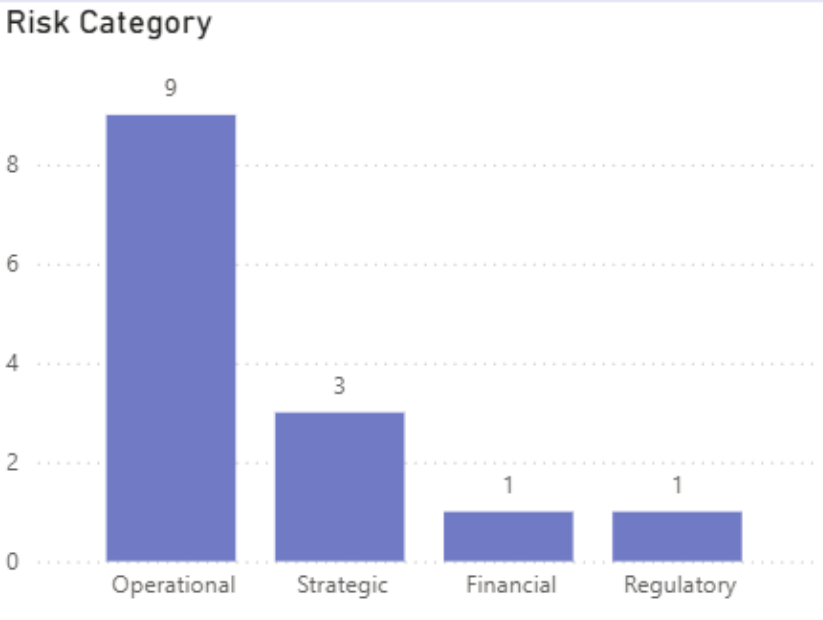


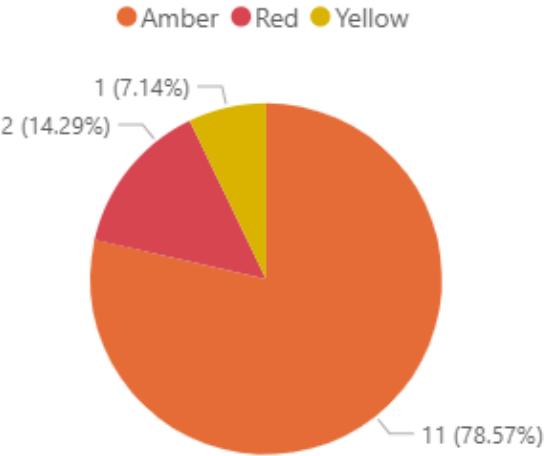
# Corporate Risk Register

14  
Active Risks

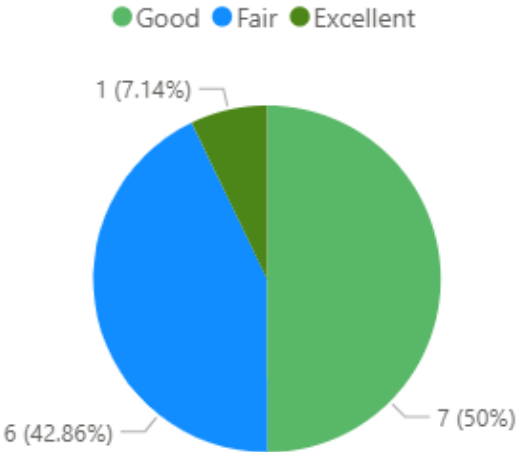
4  
Mitigating Actions



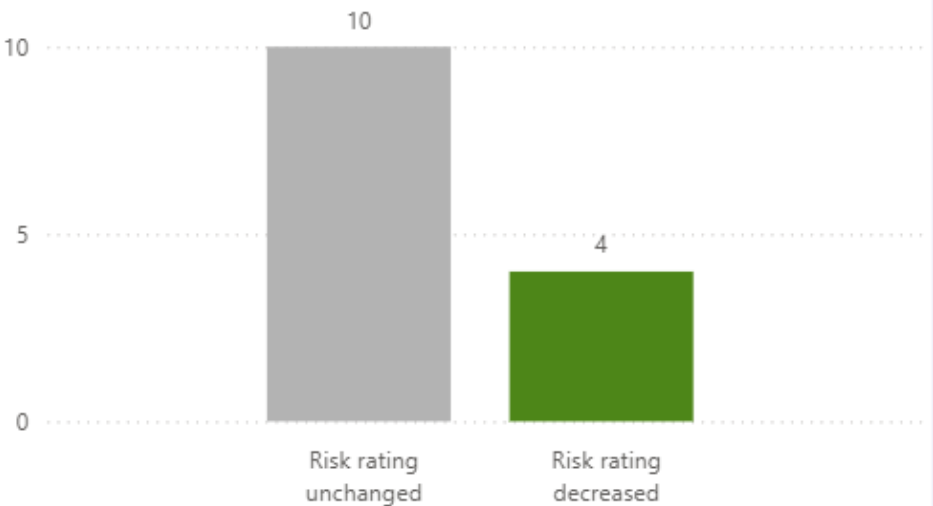
Tolerance Split



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

## APPENDIX A

Risk ID	Risk	Likelihood	Impact	Overall Risk Rating	Rating Direction	Recent Update	Control Strength	Year Raised
5	Failure to maintain a 5 year housing land supply	5	5	25	Risk rating unchanged →	Q2 25/26 – In Q2 the 5YHLS was calculated to be 2.7 years, as a result of the Government's standard methodology for calculating housing need which was published December 2024. In the circumstances where the Council cannot demonstrate a five years of housing supply, the policies in the approved Local Plan are considered out of date. (Footnote: the PPWG in December 2025 received an update on the land supply which calculated the supply to be 4.14 years. This will be reported to full Council ).	Good	2017/18
10	Inadequate staffing structure and resource for resilience	4	4	16	Risk rating unchanged →	Q2 25/26 - Transformation programme is in progress. This looks to align services better to provide more effective working and improve resilience. Risk scoring is expected to reduce in Q3 following key programme milestones.	Fair	2021/22
16	Failure to engage and prepare to be ready for any impact of Local Government Review	3	4	12	Risk rating unchanged →	Q2 25/26 - Business case submitted to Government 26/9/25. Government is expected to start their consultation in Q3 for 7 weeks. Internal planning is due to start to identify impact and workloads.	Fair	2024/25
17	Failure to provide adequate building safety and access systems	3	4	12	Risk rating unchanged →	Q2 25/26 - Approval to upgrade systems given by Council. Currently procuring systems, with delivery on track to begin in Q3.	Fair	2025/26
1	Failure to safeguard children and vulnerable adults	2	5	10	Risk rating unchanged →	Q2 25/26 - New internal Safeguarding Review Board established to better control and understand shifts in safeguarding and staff	Good	2012/13
9	Failure to plan and deliver balanced budgets over the medium term	2	5	10	Risk rating unchanged →	Q2 25/26 - Current MTFS outlook indicates that likely budget expenditure will be covered sufficiently through in-year resources plus planned use of reserves, leaving overall reserves on-hand above the minimum required.	Good	2008/09

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.	3	3	9	Risk rating decreased	 <p>Q2 25/26 – When an applicant seeks planning for a major development (a site of 10 or more homes) the Council will consult with a range of infrastructure providers. The planning system allows the Council to seek contributions towards the delivery of infrastructure where necessary to make the development acceptable in planning terms, directly related to the development, and fairly and reasonably related in scale and kind to the development. Each year the Council produces an Infrastructure Funding Statement (IFS) which details the infrastructure contributions which have been collected. This is reported to the PGA Committee and published on the Council's website. Most of the infrastructure contributions are for other organisations such as education and highways where the contributions go to the County Council. As part of the Council's evidence base for the Local Plan a draft Infrastructure Delivery Plan has been prepared.</p>	Good	2014/15
8	Unable to recruit and retain staff with specific skills sets in specialist areas to meet the demands of the service	3	3	9	Risk rating decreased	 <p>Q2 25/26 - According to the Local Government Association, 94% of councils face recruitment and retention challenges in hard-to-fill roles such as planning, legal, digital, environmental health, and finance. These shortages are persistent and require targeted campaigns and partnerships to attract talent. Many councils, including Maldon, are adopting national recruitment initiatives and flexible working to remain competitive. In February 2026, Maldon will support the LGA's national campaign "Make a Difference, Work for Your Local Council", funded by UK Government, marking the second consecutive year of participation.</p> <p>The Council faces similar challenges in recruiting specialist skills, particularly in Planning, due to a nationwide shortage and competitive labour market. Reliance on agency workers has increased, and a targeted recruitment campaign for Planning has not been attempted recently. Despite these challenges, the Council has successfully filled its most senior positions by using recruitment specialists and targeted approaches, ensuring leadership stability and strategic continuity</p> <p>Risk has been slightly decreased due to it being appropriately mitigated and controlled.</p>	Fair	2015/16

Risk ID	Risk	Likelihood	Impact	Overall Risk Rating	Rating Direction	Recent Update	Control Strength	Year Raised
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 →	Q2 25/26 - no change to Q1	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 →	Q2 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 →	<p>Q2 25/26 - The Council continues to be an active member of the Community Safety Partnership. The creation of a Community Safety Hub in the Council Offices, where the Police, Community Engagement Officers and Community Safety staff are co-located has supported partnership working and intelligence sharing to help identify and address local issues.</p> <p>At a strategic level the CSP arranges for an annual survey undertaken to measure perception of crime, and also to inform local priorities, which is translated into a local action plan, which is delivered with partners.</p> <p>The Councils Overview and Scrutiny Committee sitting at the Crime and Disorder Panel receives reports from Essex Police on the work that is being done to tackle crime, and provides data on local crime and trends. The work of this Committee has helped to provide a targeted response to areas such as road safety, through funding and delivery of increased speed enforcement activity.</p> <p>An application to the Police, Fire and Crime Commissioner, highlighting the issue of rural crime across the District has resulted in funding to support additional resource to assist with targeting of Rural Crime</p>	Good	2017/18



Risk ID	Risk	Likelihood	Impact	Overall Risk Rating	Rating Direction	Recent Update	Control Strength	Year Raised
6	Failure to meet the affordable housing need	2	4	8	Risk rating decreased ↓	<p>Q2 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 remain underway to examine the scale, size and types of housing needed in the District and the viability of policy requirements including affordable housing. Both of these can be treated as material considerations in the determination of planning applications and can inform the Local Development Plan Review.</p> <p>There's little change for Housing since the Q1 update. Interviews for the Strategic Housing Lead are taking place on 7 October and changes to the senior structure (Transforming Together) will see Housing align with Planning and Growth from 13 October, under one Director. The Strategic Housing Working Group are reviewing a new Terms of Reference which supports delivery of a new Housing Strategy, including the provision of affordable housing. Positive steps are being taken to manage this risk going into 26/27.</p> <p>Risk has been reduced slightly due to the monitoring of the affordable homes policy giving assurance that the local plan policy is being implemented as part of the Development Management process</p>	Good	2016/17
7	Failure to protect personal or commercially sensitive data	2	4	8	Risk rating unchanged →	Q2 25/26 - All actions from Data Protection Audit completed. SIRO and DPO meetings have not identified any significant risks. No complaints have been made to the ICO. Risk remains unchanged	Good	2009/10
12	Lack of Temporary Accommodation & Social Housing to cope with demand	2	3	6	Risk rating decreased ↓	Q2 25/26 - Temporary accommodation numbers have remained relatively stable, reflecting effective management of placements and the impact of preventative measures. An Accommodation Officer is now in post and will focus on increasing access to private rented sector provision, with the aim of reducing reliance on social housing and mitigating future pressures on temporary accommodation	Fair	2022/23