





## Corporate Risk and Opportunity Register









### \*D.O.T (direction of travel)

↑	=	Increase in risk/ opportunity score compared to previous report
-	=	No change in risk/ opportunity score compared to previous report
↓	=	Reduction in risk/ opportunity score compared to previous report



Key	
	Green
	Amber
	Red

### Corporate Opportunities



Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
COR OP 02 Disposal of Assets for Capital Receipts or Acquisitions to meet expected or current demand.	Moderate	Likely	6	Significant	Likely	9		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
Both Naseby Close, Market Harborough and De Verdon Road, Lutterworth are in the process of being sold. Naseby Close is being sold to Platform Housing (RSL) and De Verdon Road by open-market sale. Required due diligence and legal review is currently being undertaken. The Council has acquired 4, Roman Way, Market Harborough to help mitigate the high cost of temporary housing need and is also redeveloping flats held at Ploughman's Yard, Market Harborough. Further, the Council now has in place an Asset Management Plan that records the condition of the Councils current strategic property holdings and highlights future property needs.								
Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
COR OP 04 Income maximisation/ Cost Reduction.	Significant	Unlikely	6	Major	Likely	12		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
Regular monitoring takes place alongside a monthly review by the relevant Portfolio Holder. Regular re-profiling of income targets takes place and is informed by current and future activity levels. Regular monitoring by the Corporate Management Team and quarterly reporting to the Cabinet monitors income trends and action plans. During 2021/22, the BC25 programme will come to a close and the savings and investment opportunities will be embedded into the budget. This will be reported as part of the routine quarterly financial monitoring.								



Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
COR OP 05 To work with the other Leicestershire Authorities to explore different structures for delivering Council services for the benefit of residents.	Major	Unlikely	8	Major	Unlikely	8		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
The Leader of the Council has committed to working collaboratively for the potential benefit to the residents of Harborough District. Some preparatory work has been completed to identify the scope of the project. A scope has been agreed between a number of Leicestershire Authorities on further collaboration and work is continuing in this area.								
Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
COR OP 06 To support communities during recovery from the Covid-19 pandemic via the County-coordinated Contain and COMF Funding.	Major	Very Unlikely	4	Major	Very Likely	16		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
Agreed funding for specific projects focussed on Covid-19 recovery. £130K of funding was received during Quarter 4 of the 2020/21 year. Additional funding is anticipated to be received in Quarter 1 of the 2021/22 year.								
Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
COR OP 07 To ensure that Harborough District Council benefits from the ERDF Welcome Back funding to support the reopening of local town centres and tourism following the Covid-19 pandemic.	Moderate	Likely	6	Moderate	Very Likely	8		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
To develop and deliver a programme of activities to support the reopening of local town centres and tourism and respond to the medium-term impact of Covid-19. The initial deadline is to submit proposals to Government by 30 May 2021 was achieved. Once approved, the delivery of these plans can run through until the end of March 2022. Plans have had to be modified slightly to take account of continuing restrictions and lack of capacity amongst the events industry, but these can simply be pushed back to later in 2021 and early 2022.								
Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
COR OP 08 To maximise the likelihood that Harborough District Council can benefit from Government Levelling Up Funding to support town centre regeneration, investment	Significant	Very Unlikely	3	Significant	Unlikely	6		



in local cultural facilities or upgrading local transport Infrastructure.								
Mitigations (Risks) / Actions (Opportunities)								
Work with neighbouring councils, (particularly Oadby & Wigston, Blaby and Melton), and local MPs, to identify potential joint, compelling projects, which would meet the challenging objectives of the Levelling Up Fund. It is recognised that this is likely to be a very difficult case to make, given that Harborough District is classed as a Category 3, (the lowest), area, and will also have submit bids in partnership with neighbouring councils to reflect the needs of parliamentary constituencies. The aim is to plan towards Round 2, in order to allow time to identify realistic joint projects and learn from the experiences of Round 1.								



Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
COR OP 09 The service transformation propositions agreed by Council as a consequence of the Budget Challenge 2025 programme deliver the required savings.	Moderate	Likely	6	Major	Likely	12		
Mitigations (Risks) / Actions (Opportunities)								
The BC25 propositions agreed by Cabinet will have followed a robust 'check and challenge' process, but fundamentally will have been developed by the respective service manager themselves. Further, the respective service manager will then lead the associated transformation to ensure that their savings/investment proposition will deliver the BC25 savings proposals within the Council's Change Programme.								

## Corporate Risks



Risk	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CR 07 Risk of the Council not helping to encourage conditions for new business growth results in the District not benefitting from the LLEP funding	Moderate	Likely	6	Moderate	Unlikely	4		
Mitigations (Risks) / Actions (Opportunities)								
The Council is represented on the LLEP Board through a nominated District Leader representation. The Council was successful in gaining funding for two projects from the Leicestershire Business Rates pooling fund for 2019/20, and whilst progress has been delayed on these due to the coronavirus pandemic, work is back on track and the LLEP is comfortable and assured by the progress being made. Funding towards the implementation of the Lutterworth Town Centre Masterplan will be utilised later in the year, following the approval of the Masterplan in autumn 2021. Funding towards the St. Mary's Quarter in Market Harborough is being progressed via a consultant-led feasibility study in mid to late-2021.								



Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CR 12 Lack of a co-ordinated approach to Emergency Planning could result in a failure to effectively respond to situations.	Major	Unlikely	8	Major	Very Unlikely	4		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
<p>As a member of the Local Resilience Forum (LRF) the Council receives support on responding to emergency situations from a number of partner organisations. Training undertaken by staff is under continual review to ensure compliance with the Local Resilience Forum's guidance and competencies. Severe Weather and Flood Contingency Plans are in place to ensure there is an effective response to any incident. There is a county-wide programme for testing plans which ensures that there is a consistent approach and that plans are tested at appropriate times. The Council is a member of the county-wide emergency planning partnership and this provides 24/7 support from an emergency planning professional. A protocol has been developed, and is in operation, to update Members, at the time of an incident. Emergency Plans have been developed and tested for the high-risk scenarios throughout the District. Joint working arrangements with LCC Highways enable a co-ordinated approach to situations that involve both organisations. Member and Officer training has been provided to ensure their roles are fully understood during an incident. We work with the LRF to ensure Harborough Emergency Planning procedures are robust, clear to Members, and are tested. A Corporate Management Team Emergency Planning rota is in place. An online training module on Emergency Planning for all staff was launched in Quarter 4 of the 2016/17 year. Corporate Management Team received training in May 2018 regarding management of emergency incidents. An Audit review, conducted in February 2018, made no recommendations. During Quarter 3 of the 2019/20 year, elected members received an emergency plan briefing. During Quarter 2 of the 2020/21 year, a multi-agency exercise was carried out remotely across Leicestershire.</p>								



Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CR 15 Reduction in public sector funding by all partners leads to service gaps and reduced public sector offer to residents.	Significant	Likely	9	Moderate	Likely	6		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
<p>The Council actively engages with partners in shaping future public service provision and to maintain awareness of any further potential reductions (revenue and capital) in funding from all partners. However, the expected significant changes in future funding due to formulae adjustment and business rates, now expected to be implemented in 2022 (potentially 2023), is leading to a lack of clarity over funding available to partners to support outcomes in the District. The Council partially mitigates this through representation on working groups. The government issued a one-year financial settlement for 2021/22 and the expectation is that a Comprehensive Spending Review will be undertaken during the 2021/22 year. As part of the MTFS the risk associated with reduced government funding was accommodated within the budget.</p>								







Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CR 20 Business Continuity: loss of building(s) / service(s) through unforeseen events.	Major	Very Likely	16	Major	Unlikely	8		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
<p>Disaster recovery facilities are now in place for the hosting of key ICT systems in the event of a disaster recovery incident. Testing has been completed on bringing business applications, such as TLC (Land Charges) and elections, online. The Elections system has been tested by the service area. Next stage: service areas to test using the recovered systems. Other activities include testing individual business continuity plans with service areas and review priority services and accommodation, if necessary. All of the Business Continuity plans were updated during Quarter 1</p>								

of the 2020/21 year. A Business Continuity exercise on ICT Disaster Recovery is scheduled to take during the 2021/22 year.



Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CR 25 The Council does not have sufficient funding to deliver its current services in the medium term.	Major	Very Likely	16	Significant	Likely	9		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
The budget (including income and expenditure) is monitored on a quarterly basis and corrective action taken as required. The Quarter 4 forecast outturn is indicating a £116k underspend for 2020/21. The Council has now approved an MTFS that has a positive reserves position throughout the MTFS period although reserves will be significantly impacted. The Council has now commenced a fundamental budget review process, Budget Challenge 2025, and the first tranche of service transformation proposals have been included in the 2021/22 budget. Subsequently, service transformation proposals will start to be brought into the budget during the next year. The Council has also increased Council Tax for the first time in many years, increased car-parking charges and green bin fee charges. It is considered the Council holds sufficient reserves to manage any unplanned change effectively in the short-term.								



Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CR 27 Risk of reduction of failing to deliver housing in a timely way could lead to reduction in receipts of new homes bonus (NHB).	Significant	Unlikely	6	Significant	Unlikely	6		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
New Homes Bonus: the final year was expected to be 2021/22, but following last Autumn's one-year settlement, the final year is now expected to be 2022/23 (subject to further government announcements on future funding settlement) – this is built into the MTFS. The government will be replacing NHB, their consultation is now closed, but what the replacement will be is not yet known.								



Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CR 29 Loss of ability to provide a comprehensive service due to cyber security attacks.	Significant	Likely	9	Moderate	Likely	6		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
The Council's ICT infrastructure is secured to national standards. We have annual ITC health check testing. The Council now has ongoing security and benchmarking performed by Microsoft that provides additional recommendations and assurance. During Quarter 4 of the 2020/21 year, the potential for a global security issue occurred. The Council's swift implementation of its Emergency Patching Procedure meant that it was unaffected by the incident. A revised ICT Strategy will be prepared during the 2021/22 year.								



Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CR 30 Risk of Loss of Planning decision-making powers on major applications to the Planning Inspectorate due to Special Measures designation as a result of triggering the Appeal threshold for Government Intervention.	Significant	Likely	9	Significant	Very Unlikely	3		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
The adopted District-wide Local Plan has the effect of reducing the number of planning applications made outside the strategy of the Local Plan. This has the effect of also reducing planning appeals outside of the Local Plan strategy thereby significantly reducing the risk of loss of decision-making powers, special measures and government intervention. The proactive growth team is working closely with applicants for allocated sites in the Local Plan and ensuring applications are submitted in a timely fashion to enable delivery in accordance with the Local Plan housing trajectory. The Council ensures that it meets Statutory deadlines for determination of applications through the use of agreed extensions of time with applicants. The Council uses software to manage deadlines and monitor performance.								
Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CR 32 The Council does not meet its budgeted-for Planning fee income targets, particularly in regard to major applications which could have a negative impact on the Council's financial position.	Major	Likely	12	Major	Unlikely	8		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
The proactive growth team works closely with applications for allocated sites in the Local Plan to ensure that applications are submitted in a timely fashion to enable delivery to take place in accordance with the Local Plan housing trajectory and also to ensure that planning application fee income levels are maintained. The Corporate Management Team monitors planning fee income on a regular basis particularly in regard to fees for major applications and this information is fed into an overview of the Council's financial status. At the end of Quarter 4 of the 2020/21-year, planning income was off target. This was due to a series of complex technical matters that took longer to resolve that anticipated resulting in Reserved Matters planning application submissions being delayed. Also, in light of the Covid-19 crisis, predicting planning fee income was difficult. However, the situation and associated income continues to be monitored. Officers have reviewed the model used for monitoring planning fee income and this is now more robust. Strategic Planners and Officers in Development Management are proactively monitoring the delivery of the housing trajectory in the Local Plan to establish the extent to which there is a likelihood of major planning applications coming forward. A robust planning income system was developed during Quarter 4 of the 2020/21 year and was in use from Quarter 1 of the 2021/22 year. This system provides the Council with real-time financial information about planning income and enables accurate financial forecasting.								
Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CR 33 Costs of planning appeals, and legal challenges exceed approved annual legal budget which weakens the Council's financial position.	Major	Likely	12	Major	Likely	12		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
Monitoring of the budget takes place throughout the year; ensure that all planning decisions taken by Members and Officers are robust and based on sound planning grounds to minimise the								



risk of a successful appeal/ challenge. At the end of Quarter 2 of the 2021/22 year legal costs were within budget. Further training for elected members will take place as required during the 2021/22 year. At the end of Quarter 1 of the 2021/22 year the final judgement of an ongoing judicial review is awaited. This may result in legal costs exceeding the legal budget allocated to planning matters.

Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CR 34 The Council fails to meet its information governance and records management obligations under various enactments such as the Data Protection Act 2018 and UK GDPR.	Major	Likely	12	Moderate	Unlikely	4		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
A series of measures have been put in place to ensure that the Council is compliant with the requirements of the Data Protection Act 2018: The appointment of Data Protection Officer (DPO); Mandatory UK GDPR training for all staff; training and guidance for elected members; all existing policies, procedures and working practices reviewed for compliance; introduction of Information Governance Board (Chaired by SIRO); introduction of Data Protection Impact Assessments (DPIA) and on-going programme of Information management inspections; on-going training and review of systems, working practices and control mechanisms. UK GDPR has been added as a standard item to all report templates and Officers were trained on this. Compliance checking continues as a matter of course. Refresher training on UK GDPR and FOI was rolled out in the 2020/21 year. This is largely complete with some mop up reminders to be issued. New Records Management policy to be drafted and introduced, during the 2021/22 year with reference to any impacts resulting from the ICT strategy.								







Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CR 37 Increase in homeless presentations results in an increased demand in Council support for relief.	Significant	Very Likely	12	Significant	Very Likely	12		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
During Quarter 4 of the 2019/20 year, the Council completed purchase of three flats and they began to be used to accommodate homeless households. In total, the Council now has four flats which can be used to accommodate the homeless. The Council is proactively working with the Citizens Advice Bureau, and social landlords, to encourage vulnerable households to effectively budget for the future to avoid homelessness. The Council was successful in obtaining additional funding to specifically help it target homelessness. During the 2021/22 year the Council will begin work to develop a property on Roman Way, Market Harborough into flats which will be used to accommodate homeless persons.								

Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CR 38 Risk of Environmental Services contractor defaulting leads to an inability to fulfil the statutory obligation to collect waste.	Major	Unlikely	8	Major	Very Unlikely	4		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
Regular engagement with contractor (this contact has increased as a result of the Covid-19 crisis in order to help anticipate potential issues). The Council has had a healthy working relationship with the contractor over a number of years.								



Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CR 39 Risk of leisure contractor defaulting leads to an inability to deliver leisure services.	Major	Likely	12	Major	Unlikely	8		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
Regular engagement with contractor. The Council has agreed a financial Covid-19 Support Package with the contractor to ensure that all services continue to be provided. Oversight of the contract appears regularly on Council Committee agendas to ensure it continues to be discussed regularly. Sport England has provided specialist advice, and support, to the Council to help with the ongoing Coronavirus situation. During Quarter 4 of the 2020/21 year the Council received some additional funding from central government to help support leisure recovery. During Quarter 1 of the 2021/22 year the Council agreed to continue to support the Leisure contractor for a further six months.								



Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CR 40 The service transformation propositions agreed by Council as a consequence of the Budget Challenge 2025 programme is not delivered resulting in underachievement of identified savings.	Major	Unlikely	8	Significant	Unlikely	6		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
The BC25 programme is being closely controlled and monitored and includes a number of key attributes that aim to ensure that propositions are deliverable, realistic and achieve the expected savings/investment; including: Independent project management, Comparison data to similar councils; Positive ownership of proposals as reviews developed by service managers; Political sponsorship of service/delivery changes proposals; Strategic 'critical' leadership review of service/delivery proposals. Subsequent service transformation is then embedded into the Council's Change Programme, which then has further strategic officer and political oversight. Implementation is led by service managers based on the Council project management methodology; including the development of detailed business cases and associated plans.								







Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CV 02 Unforeseen, unfunded financial burdens as a result of responding to the ongoing situation weaken the Council's financial stability.	Major	Very Likely	16	Significant	Likely	9		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
The Council is actively monitoring the ongoing impact of the Covid-19 pandemic on both its 'business as usual' and Covid response services; this is reported to Cabinet at the same time as routine budget monitoring. The Council is currently forecasting a need to use its own reserves to meet some unsupported costs of Covid, these can be met in the short-term, but this is likely to have an adverse impact on the longer-term financial sustainability of the Council. In setting the Budget and MTFs the Council has set aside a specific ear-marked reserve in respect of Covid and has been prudent in setting its Council Tax base and its estimates for Council Tax and Business Rates income.								
Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CV 03 Loss of income, as economic activity reduces, weakens the Council's cashflow and financial sustainability.	Major	Likely	12	Major	Likely	12		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
The Council has recognised reductions in: 1. Corporate income (business rates and council tax) through both the use of new Tax Income Guarantee Scheme (TIG) and revisions to Collection Fund provisions. To help mitigate future impacts, when the 2021/22 budget was approved the Council established a £1.1m "Covid-19 Internal Recovery Reserve" – this effectively earmarks TIG grant. 2. Some "corporate centric" service income lines (i.e. Planning, Investment Interest) and negated these with the application of some of the CV19 grants etc. notified as part of the financial settlement (discussed in detail in the Budget related Cabinet/Council reports considered in January/February 2021. Some risk remains around other significant income lines i.e. Car Parking etc but these will be closely monitored as part of the routine quarterly monitoring process. Where savings can be vired from other budgets, this will be actioned first but where significant shortfalls can only be met from the use of reserves, such reserves will be applied. The Council maintains a £2.6m (20% of Net Expenditure) General Fund (Unallocated) Reserve to meet such unplanned losses. The Council continues to monitor Coronavirus related impacts and reports as required to government on impacts. The government will compensate the Council for some elements of income loss for the first quarter of 2021/22, but it will not be 100%. And, if it becomes necessary, the Council will continue to lobby government for further Covid-related support.								
Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CV 04 The focus on high-priority, short-term needs prevent the medium-term financial planning and decision-making needed to balance the Council's finances in the medium term.	Major	Very Likely	16	Major	Likely	12		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
The Council has an MTFs that models financial standing through to 2024/25. This in itself will help the Council to maintain a medium-term financial horizon. The MTFs will be adjusted throughout 2021/22 as the results of the BC25 budget review programme are embedded and this will be reported as part of the routine quarterly budget monitoring process. Further, a new style of quarterly financial monitoring is introduced that will reflect on both in-year and medium-term service/corporate financial impacts as well as consequential impacts on reserves. The MTFs itself								



includes respective financial impacts from Covid-related losses (Council Tax, Business Rates, general service incomes) and respective 'compensating' government grants. The Council has agreed to use some of the one-off grants to meet some of the expected losses to be incurred by some services. The Council will continue to use reserves to balance its budget but, the first port of call to meet budget shortfalls will be virements from within services or from other services and then the use of General Fund (unallocated) Reserves.

Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CV 06 Reduced staff morale, as a result of depleted numbers of workers and uncertainty about the future, leads to mistakes and loss of productivity.	Moderate	Unlikely	4	Minor	Unlikely	2		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
Clear and continuous communications, regular check-ins by managers. Ongoing Covid-19 factors and BC25 work may increase the scores of this risk. However, at the time of writing, there is no evidence of loss of productivity. Because staff continue to work at home, new ways of working which are aimed at maintaining morale are being developed for roll-out in the 2021/22 year.								

Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CV 09 The ongoing situation leads to multiple, concurrent Emergency Planning situations which the Council does not have the capacity to deal with.	Significant	Likely	9	Significant	Very Unlikely	3		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
Working in partnership with the LRF; Availability of mutual aid as necessary through the Resilience Partnership; Separation of roles between Corporate Management Team to deal with any concurrent issues. A concurrent response structure has been devised and roles allocated to different individuals to increase the resilience to respond to concurrent incidents.								

Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CV 11 Illness, self-isolation, and other factors lead to loss of capacity to operate services.	Significant	Likely	9	Moderate	Unlikely	4		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
Redeployment of staff resources across the Council where needed, continuous support from managers, prioritisation of working within the teams, identify skills and gaps and seek to fill by training. Recruitment is not seen as a problem yet, although because of notice periods, it may be three months before someone is due to start. Interviews can be conducted remotely. Several service areas are experiencing increased demand on their resources. These include: environmental health, licensing, housing/ homelessness and anti-social behaviour. The ongoing national Covid-19 crisis makes the recruiting of specialist officers more difficult. The Leicestershire authorities are investigating the potential to share resources between themselves. During Quarter 4 Key workers were identified for priority vaccination. All staff are encouraged to undertake lateral flow tests before attending Council buildings, mixing with colleagues or customers. During Quarter 1 of the 2021/22 year a plan for a reduced return of staff to Council buildings will be devised and implemented. The roll-out of the national vaccination programme has helped to mitigate the potential impact of Covid-19-related loss of staff capacity.								

Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CV 12 Illness, self-isolation, and other factors lead to reduced capacity to operate the Council's Lifeline Service which endangers customers.	Significant	Likely	9	Moderate	Likely	6		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
Operational measures to reduce staff exposure to infection; potential to cancel leave, use overtime etc. are in place. During Quarter 2 of the 2020/21 year, the lifeline service was relocated, and a digitalised telephony system was implemented and is operational. These factors, as well as the fact that the team can now work from home, have increased the resilience of the service. In addition to the above, the Lifeline staff undertake regular lateral-flow testing.								

Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
CV 13 Illness, self-isolation, and other factors lead to a reduced capacity to deal with homelessness which endangers vulnerable people.	Significant	Likely	9	Moderate	Unlikely	4		
<b>Mitigations (Risks) / Actions (Opportunities)</b>								
Measures have been put in place for staff to be able to work from home and to have a continual staff presence in the Symington building. All staff are encouraged to undertake lateral flow tests before attending Council buildings, mixing with colleagues or customers.								