

Corporate Risks at the End of Quarter 2 of the 2020/21 Year

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

- ↑ = Increase in risk score compared to previous risk report
- = No change in risk score compared to previous risk report
- ↓ = Reduction in risk score compared to previous risk report
- N = New risk added this Quarter

N.B. A downward direction of travel (D.O.T.) for a risk is good.

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	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	2 - Moderate	3 - Likely	6	CR 07.01 The Council is represented on the LLEP Board through a nominated District Leader representation. Two bids were successful in the 2018/19 year, these were: the Town Centres Masterplan Project and the Grow-on Space Project, both of which have been progressed. The	2 - Moderate	3 - Likely	6	Amber	-

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				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 Covid-19 pandemic, work is back on track and the LLEP is comfortable and assured by the progress being made.					
CR 12 Lack of a co-ordinated approach to Emergency Planning could result in a failure to effectively respond to situations	4 - Major	2 - Unlikely	8	CR 12.01 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	4 - Major	1 - Very Unlikely	4	Green	-

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				<p>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</p>					

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				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.					
CR 15 Reduction in public sector funding by all partners leads to service gaps and reduced public sector offer to residents	3 - Significant	3 - Likely	9	CR 15.01 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 significant changes in Fair	2 - Moderate	3 - Likely	6	Amber	-

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				Funding and business rate changes due in 2021 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 and the maintenance of contingency and provision budgets to manage the impact of any change in the short-term. The outcome of the Comprehensive Spending Review is expected in November 2020.					
CR 20 Business Continuity: loss of building(s) / service(s) through unforeseen events	4 - Major	4 - Very Likely	16	CR 20.01 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	4 - Major	2 - Unlikely	8	Amber	-

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Risk	Impact (I)	Likelihood (L)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				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 of the 2020/21 year. A Business Continuity exercise on ICT Disaster Recovery is scheduled to take place in Quarter 3 of the 2020/21 year.					
CR 25 The Council does not have sufficient funding to deliver its current services in the medium term	4 - Major	4 - Very Likely	16	CR 25.01 The Cabinet is working through the budget for the 2020/21 year. Levels of reserves are sufficient to manage any unplanned change effectively. The budget (including income and expenditure) is monitored on a quarterly basis and corrective action taken as required. Preparation for the 2021/22 and budget and medium-term financial planning started earlier than in previous years (Spring /Summer 2020). During Quarter 2, a Corporate project	3 - Significant	3 - Likely	9	Red	-

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				to address Budgetary shortfalls (known as BC25) commenced.					
CR 27 Risk of reduction of failing to deliver housing in a timely way could lead to reduction in receipts of new homes bonus.	3 - Significant	2 - Unlikely	6	CR 27.01 The up-to-date adopted District-wide Local Plan contains robust delivery, monitoring and review mechanisms linked to the housing trajectory. Evaluation of the Government's indicative proposals on New Home Bonus is underway and is being factored in to the Medium-term financial plan and future budgets. The construction industry has been significantly impacted by the Covid-19 crisis. There were no new dwelling completions in the District, during Quarter 1 of the 2020/21 year.	3 - Significant	3 - Likely	9	Red	↑
CR 29 Loss of ability to provide a comprehensive service due to cyber security attacks	3 - Significant	3 - Likely	9	CR 29.01 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	2 - Moderate	3 - Likely	6	Amber	↑

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				additional recommendations and assurance.					
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	3 - Significant	4 - Very Likely	12	CR 30.01 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.	3 - Significant	1 - Very Unlikely	3	Green	-
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	4 - Major	3 - Likely	12	CR 32.01 The proactive growth team works closely with applications for allocated sites in the Local Plan to ensure that applications are submitted in a	4 - Major	3 - Likely	12	Red	↑

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
<p>impact on the Council's financial position.</p>				<p>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 2 of the 2020/21-year, planning income was off target. This is due to a series of complex technical matters that have taken longer to resolve than 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 are reviewing the</p>					

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				model used for monitoring planning fee income to ensure it remains optimum following the adoption of the Local Plan. For this reason, the residual risk score has increased.					
CR 33 Costs of planning appeals, and legal challenges, exceed budget	4 - Major	3- Likely	12	CR 33.01 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. Further member training took place during the 2019/20 year. At the end of Quarter 1 of the 2020/21 year legal costs related to planning matters were within budget. Further training for elected members will take place as required during the 2020/21 year. At the end of Quarter 2, the legal budget had not been spent. However, an ongoing judicial review is due to be determined after Quarter 2. This may result in legal costs	4 - Major	3- Likely	12	Red	↑

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				which exceed the legal budget allocated to planning matters.					
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 GDPR. Personal and non-personal data is not processed according to legislative and or policy requirements resulting in reputational damage and potential financial penalty.	4 - Major	3 - Likely	12	CR 34.01 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: Appointment of Data Protection Officer (DPO); Mandatory 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. GDPR has been added as a standard item to all report templates and Officers were trained on this.	2 - Moderate	2 - Unlikely	4	Green	-

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				Compliance checking continues as a matter of course. Refresher training on GDPR was completed in Quarter 3 of the 2019/20 year. Annual refresher to be carried out in Quarter 3 of the 2020/21 year. New Records Management policy to be drafted and introduced, during the 2020/21 year, to reflect remote working practices as well as revisions to the document retention policies to help guide distance working practices.					
CR 36 Uncertainty following the United Kingdom's imminent departure from the European Union.	4 - Major	3 - Likely	12	CR 36.01 Continue to monitor information provided by the Local Government Association. Maintain robust business continuity arrangements, including with partners and suppliers. Continue to work with the Leicestershire Resilience Forum (LRF) to coordinate plans and responses to operational or civil eventualities. The Council is represented on County-wide	3 - Significant	3 - Likely	9	Red	-

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				groups which are planning and preparing for potential implications. Two workshops were held in January 2019 to consider the implications for the Council and Members were advised via a Briefing Note in March 2019. Local businesses have been made aware that support is available. The Council will continue to work with the LRF and participate in the agreed reporting process to identify any local emerging issues. During Quarter 2 of the 2019/20 year, the Council held a service workshop and undertook an assurance assessment in line with the MHCLG checklist. During Quarter 3, all previous no-deal arrangements were stood down nationally.					
CR 37 Increase in homeless presentations results in an increased demand in Council support for relief.	3 - Significant	4 - Very Likely	12	CR 37.01 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,	3 - Significant	4 - Very Likely	12	Red	↑

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				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 in order to avoid homelessness. The Council is in the process of seeking additional funding from central government to specifically help us target homelessness.					
CR 38 Risk of Environmental Services contractor defaulting leads to an inability to fulfil the statutory obligation to collect waste.	4 - Major	2 - Unlikely	8	CR 38.01 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 contractor over a number of years.	4 - Major	1 - Very Unlikely	4	Green	N
CR 39 Risk of leisure contractor defaulting leads to an inability to deliver leisure services.	4 - Major	3 - Likely	12	CR 39.01 Regular engagement with contractor. The Council has agreed a financial Covid-19 Support Package with the	4 - Major	2 - Unlikely	8	Amber	N

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Risk	Impact (I)	Likelihood (L)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				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.					
CV 01 Disruption causes delays in the decision-making ability of the Council.	3 - Significant	4 - Very Likely	12	CV 01 Use of delegations in the Council's Constitution; Increase delegations by Leader to Portfolio Holders; postpone, non-urgent, non-decision-making meetings; lobby LGA for guidance; Implement new emergency regulations on Governance. During Quarter 1, delegations to chief officers were streamlined to enable swift decision-making. During Quarters 1 and 2, a virtual, remote meeting system was implemented which allowed the	2 - Moderate	2 - Unlikely	4	Green	↓

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				Council's business to continue without disruption.					
CV 02 Unforeseen, unfunded financial burdens as a result of responding to the ongoing situation weaken the Council's financial stability.	4 - Major	4 - Very Likely	16	CV 02 Upfront forecasting and monitoring of the costs likely to be needed; Recording and itemising the extra expenditure so as to make a claim for Belwin Funding; Short-term use of financial reserves to fund the costs (but note the significant adverse impact on longer-term financial sustainability of the Council).	4 - Major	4 - Very Likely	16	Red	↑
CV 03 Loss of income, as economic activity reduces, weakens the Council's cashflow and financial sustainability.	4 - Major	4 - Very Likely	16	CV 03 Rigorous and more frequent monitoring of key income streams but no mitigation actions available to the Council; Short-term use of financial reserves to balance the budget (note the significant adverse impact on longer-term financial sustainability of the Council). At the end of Quarter 2, the Council received reduced income from car parking and business rates	4 - Major	4 - Very Likely	16	Red	↑

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Risk	Impact (I)	Likelihood (L)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				receipts due to the impact of the Covid-19 crisis.					
CV 04 The focus on high-priority, short-term needs prevents the medium-term financial planning and decision-making needed to balance the Council's finances in the medium term.	4 - Major	4 - Very Likely	16	CV 04 Whilst the Section 151 Officer and Corporate Management Team will promote and plan for an early Medium-Term Financial Strategy process, this is dependent on Central Government letting councils know its intentions of the changes to the Local Government Finance Regime planned to be implemented from 2020/21. During Quarter 2, a Corporate project to address Budgetary shortfalls (known as BC25) commenced.	4 - Major	3 - Likely	12	Red	-
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.	2 - Moderate	2 - Unlikely	4	CV 06 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.	1 - Minor	2 - Unlikely	2	Green	↑

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
CV 07 Increased fatalities leads to increased demand on burial infrastructure including existing cemetery provision and storage of cadavers.	4 - Major	3 - Likely	12	CV 07 During Quarter 4 of the 2019/20 year: Investigated the capacity of crematoria to process the deceased which would reduce demand on 'burial' spaces (multiple ashes interments may be required in existing grave spaces in the event of District/National emergency situation). During Quarter 1 of the 2020/21 year, Foxton cemetery was extended. Management of this risk is undertaken by the Council's Mortality Cell.	3 - Significant	3 - Likely	9	Red	-
CV 08 Additional homeworking requirements leads to increased demand on the Council's ICT infrastructure which subsequently becomes unstable.	3 - Significant	3 - Likely	9	CV 08 Utilising available cloud resources will limit the need to rely on the Council infrastructure for a portion of the workforce, freeing up resources for those who need them. The national demand on externally-hosted products continues to be a concern, as well as the stability of Officers' home-based internet connections.	3 - Significant	3 - Likely	9	Red	↑

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	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	3 - Significant	3 - Likely	9	CV 09 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.	3 - Significant	3 - Likely	9	Red	↑
CV 10 The Council's Vision, Priorities, Critical Outcomes and Key Activities are not progressed leading to loss of public confidence.	3 - Significant	2 - Unlikely	6	CV 10 The Council's Vision, Priorities, Critical Outcomes and Key Activities were monitored throughout Quarter 1, as usual. An amended Corporate Delivery Plan was considered by Scrutiny, Cabinet, and Council during Quarter 2. The revised Corporate Delivery Plan was approved and is in effect.	2 - Moderate	2 - Unlikely	4	Green	-
CV 11 Illness, self-isolation, and other factors lead to loss of	3 - Significant	3 - Likely	9	CV 11 Redeployment of staff resources across the Council where needed, continuous	2 - Moderate	3 - Likely	6	Amber	-

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
capacity to operate services and recruit staff.				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.					
CV 12 Illness, self-isolation, and other factors lead to reduced capacity to operate the Council's	3 - Significant	3 - Likely	9	CV 12 Operational measures to reduce staff exposure to infection; potential to cancel leave, use overtime etc. During	2 - Moderate	2 - Unlikely	4	Green	-

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Risk	Impact (I)	Likelihood (L)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
Lifeline Service which endangers customers.				Quarter 2, the lifeline service was relocated, and a digitalised telephony system was implemented. These factors, as well as the fact that the team can now work from home, have increased the resilience of the service.					
CV 13 Illness, self-isolation, and other factors lead to a reduced capacity to deal with homelessness which endangers vulnerable people.	3 - Significant	3 - Likely	9	CV 13 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.	2 - Moderate	2 - Unlikely	4	Green	-
CV 14 Civil unrest connected to the virus increases demand for Emergency Planning responses.	2 - Moderate	2 - Unlikely	4	CV 14 Working in partnership with the LRF; Existing local structures in place to respond to local situations and intelligence.	2 - Moderate	2 - Unlikely	4	Green	↑
CV 15 Civil unrest leads to security risks for Council-owned assets.	4 - Major	4 - Very Likely	16	CV 15 Close working with partners including Leicestershire County Council, the Police, CAB, NFU, and Job Centre. Provision of monitored security systems, CCTV and alarms.	2 - Moderate	2 - Unlikely	4	Green	-

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
CV 19 Community Hub failure leads to hardship/ death.	4 - Major	2 - Unlikely	8	CV 19 Training for Community Hub staff took place during Quarter 1 of the 2020/21 year. Arrangements for effective signposting to relevant agencies were put in place during Quarter 1 of the 2020/21 year. Continuous liaison with partners and data sharing arrangements with the County Council have taken place throughout the Covid-19 Crisis. Individual needs (e.g. Braille) were provided for, where needed. Since the inception of the Community Hub, more than 1000 requests for support have been dealt with. The effectiveness of the Community Hub puts the Council in a position to respond to the predicted future wave(s) of the Covid-19 crisis.	4 - Major	1 - Very Unlikely	4	Green	-

Corporate Opportunities at the End of Quarter 2 of the 2020/21 Year

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

- ↑ = Increase in opportunity score compared to previous Quarter report
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- ↓ = Reduction in opportunity score compared to previous Quarter report
- N = New opportunity added this Quarter

N.B. An upward direction of travel (D.O.T.) for an opportunity is good.

Opportunity	Impact (I)	Likelihood (I)	Score (I)	Action	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
COR OP 01: Business growth leading to Business Rates retention	3 - Significant	3 - Likely	9	COR OP 01: The Local Plan has identified employment sites and made provision for key sector demand, for example logistics. The Economic Development Team has good relationships with existing industries such as those engaged within the construction/ property sector, LLEP and others to identify inward investment and growth	3 - Significant	1 - Very Unlikely	3	Red	-

				opportunities. Provision of business support and skills agenda to encourage businesses to grow. The construction of the Council-owned Grow-on Centre was completed in Quarter 3. The Invest in Harborough website provides core information and demonstrates why the District is in a good location, for any businesses looking to establish themselves in the area. A pilot project for the Leicestershire Business Rates Retention Pool has been approved. Three bids have been made to the Leicestershire Business Rates Pool which are aimed at promoting economic growth.					
COR OP 02: Acquisition/development of Assets to Generate Income Opportunities	2 - Moderate	3 - Likely	6	COR OP 02 An Outline Business Case for Naseby Close, Market Harborough has been approved and a planning application has been submitted. Following postponement of the planning decision, the Council is currently considering amendments to the planning application and reworking the Business Case for Cabinet decision. An outline Business	3 - Significant	3 - Likely	9	Green	-

				<p>Case for De Verdon Road, Lutterworth has been approved. A planning application has been submitted and pre-construction works continue with a view to start on site in early 2020 subject to the full business case being approved by Cabinet. Further housing and commercial development opportunities are being considered. The Cabinet and Council has approved the acquisition of land in Market Harborough for development, subject to due diligence being carried out. The Council's wholly-owned company has acquired the Tesco and B&M units.</p>					
<p>COR OP 04: Income maximisation/ Cost Reduction</p>	<p>3 - Significant</p>	<p>2 - Unlikely</p>	<p>6</p>	<p>COR OP 04: 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. The Environmental Services team</p>	<p>2 - Moderate</p>	<p>3 - Likely</p>	<p>6</p>	<p>Amber</p>	<p>-</p>

				<p>has recently taken on Grounds Maintenance services via FCC with Rutland County Council. The costs of running the Council's Building Control service have reduced significantly since the Council became a member of the Leicestershire Building Control Partnership. The cost to the Council of the Lifeline Control Centre has been reduced by increasing income through marketing and increasing customer numbers, and by reducing costs through efficiencies; this will continue during the 2020/21 year. The Council undertakes an annual review of budgets, including fees and charges, which highlights opportunities for income generation and cost reduction. During Quarter 2 of the 2020/21 year, a corporate project to address budgetary shortfalls commenced (known as BC25).</p>					
<p>COR OP 05 To work with the other Leicestershire Authorities to explore different structures for</p>	4 - Major	2 - Unlikely	8	<p>COR OP 05 The Leader of the Council has committed to working collaboratively for the potential benefit to the residents</p>	4 - Major	2 - Unlikely	8	Amber	-

delivering Council services for the benefit of 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. During Quarter 2, the Council continued to work collaboratively with the Leicestershire authorities. The government white paper on devolution and unitary authorities is awaited (this may be delayed until the next financial year).