

## Corporate Strategic Risks at the End of Quarter 1 of the 2016/17 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 for a risk is good.

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	Linked to Critical Outcome	D.O.T
CR 01 The Council does not meet its income Generation Aspirations and Targets	4 - Major	3 - Likely	12	CR 21.02 The Council has a series of stretch income targets in the budget for the 2016/17 year; marketing support was commissioned and revised marketing initiatives commenced; Income targets overall for the Council are on target for the 2016/17 year. A detailed business case is being drawn up for Lifeline to be	2 - Moderate	2 - Unlikely	4	Green	CO 06 The Council is efficient and resilient in its service delivery CO 07 The Council makes effective use of its assets and resources	-

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	Linked to Critical Outcome	D.O.T
				considered by Executive in the Autumn. Regular monitoring by the Corporate Management Team and quarterly reporting to the Executive will monitor income trends and action plans.						
CR 04: Impact on Council's resources of welfare reform changes are not yet known	3 - Significant	4 - Very Likely	12	CR 04.01 Universal Credit (UC) is now live in part of the Council's area (Market Harborough Job Centre Plus area). An agreement is in place between the Council and the Department of Work and Pensions (DWP) and is being monitored on a monthly basis. Impact on the Council's resources during the 2015/16 year was minimal. The Market Harborough Job Centre Plus area has been included in the DWP's 2016/17 roll-out plan to make UC applicable to a wider range of claimants. It is anticipated this will be in the late autumn of 2016. The Council has also been advised that the national roll-out programme has been	2 - Moderate	3 - Likely	6	Amber	CO 07 The Council makes effective use of its assets and resources  CO 15 People who are most in need are supported	-

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	Linked to Critical Outcome	D.O.T
				extended and will now run up to 2022 for working age claimants. Roll-out to claimants of pensionable age will commence after 2022. Information regarding the Government's plans for implementation of UC has been received and the Council has been advised that staff will not be TUPED to DWP. The Council will have to manage the reduction at the appropriate time.						
CR 05 Non-delivery of Council Efficiency Plan results in reduction in Central Government funding	3 - Significant	4 - Very Likely	12	CR 21.03 Indicative four-year allocations were announced in the provisional local government settlement. This indicates a significant reduction in settlement funding in the period to 2020. On 22 February 2016 the Council adopted a Medium-term Financial Strategy and will continue to promote growth in housing and business rates to maximise locally-generated growth. To secure four-year funding totals	2 - Moderate	2 - Unlikely	4	Green	CO 07 The Council makes effective use of its assets and resources CO 06 The Council is efficient and resilient in its service delivery	↓

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	Linked to Critical Outcome	D.O.T
				the Department for Communities and Local Government requires Efficiency Plans by 14 October 2016. Work is currently being undertaken to identify and quantify efficiency areas. The Council will take a four-year approach to the application of reserves to assist with the transition in funding sources and to assist with the management of change.						
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. The Leader and Corporate Director - Community Services attend the quarterly Economic Growth Board. The Corporate Director attends the Place Board which reports directly into the LLEP. The Council, via work on the Local Plan, endeavours to allocate sufficient employment space for businesses to move to and grow in to; the format of the	2 - Moderate	2 - Unlikely	4	Green	CO 10 Maintain and encourage business growth	-

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	Linked to Critical Outcome	D.O.T
				<p>LLEP grant process has now been finalised by the LLEP Board. A submission to the ESIF funding programme has been made with LCC and is now progressing to the final submission stage at the end of March 2016. The ESIF bid for the Harborough Accelerator Zone has been withdrawn due to a strategic partner withdrawing from the project. Potential alternative funding for the project is currently being assessed and a growth bid has been submitted to the LLEP. Discussions are underway to bring forward key employment sites within the District to release land for inward investment, provide space for the retention of growing businesses and to provide potential alternative sites for the Move-on Space project. The LLEP is still considering the growth bid.</p>						

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	Linked to Critical Outcome	D.O.T
CR 08 Risk of challengeable planning decisions being taken relating to planning applications for residential development / Risk of planning appeals being upheld relating to residential planning applications.	3 - Significant	3 - Likely	9	CR 08.01 Ensure an up-to-date, sound local plan is adopted in accordance with established work programmes that meets the Objectively Assessed Housing needs of the District. Ensure the Local Plan is adopted in accordance with the timescales set out in the up-to-date Harborough Local Development Scheme, February 2016. In addition to progressing the Local Plan, and to ensure that this risk is adequately managed ahead of the Local Plan being adopted, the Council is making every effort to achieve a five-year land supply at the earliest possible date through positively granting planning permissions to support the delivery of housing whenever possible and appropriate. N.B. the mitigation set out above will not have its maximum impact until the adoption of the Local Plan.	3 - Significant	2 - Unlikely	6	Amber	CO 02 Residents are able to access housing which meets their needs CO 01 People live in a sustainable environment	-

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	Linked to Critical Outcome	D.O.T
CR 10 Local Plan: lack of a sound Local Plan may lead to sporadic development and the inability to defend appeals.	3 - Significant	4 - Very Likely	12	CR 10.01 Ensure an up-to-date, sound local plan is adopted in accordance with established work programmes that meet the Objectively Assessed Housing needs of the District. Ensure the Local Plan is adopted in accordance with the timescales set out in the up-to-date Harborough Local Development Scheme, February 2016. N.B. the mitigation outlined here may not fully mitigate the risk until the Local Plan is adopted.	3 - Significant	2 - Unlikely	6	Amber	CO 02 Residents are able to access housing which meets their needs CO 01 People live in a sustainable environment  CO 10 Maintain and encourage business growth  CO 04 People have opportunities to access a range of leisure, sport and physical activities	-
CR 11 Constitution is limited in its delegations and flexibility and leads to delayed decision-making.	2 - Moderate	3 - Likely	6	CR 11.01 On 27 July 2016 the Council partially approved a revised Constitution. Further work is to be undertaken and considered at the meeting of the Constitutional Review Committee due to be held on 27 October 2016. Following this meeting Council will consider the further revisions.	1 - Minor	2 - Unlikely	2	Green	CO 08 Council services are compliant with legal and audit requirements	↓

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	Linked to Critical Outcome	D.O.T
CR 12 Lack of a co-ordinated approach to Emergency Planning could result in a failure to effectively respond to the situation	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. CR 12.02 Severe Weather and Flood Contingency Plans are in place to ensure there is an effective response to any incident. CR 12.06 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. CR 12.04 The Council is a member of the county-wide emergency planning partnership and this provides a 24/7 support from an emergency planning professional. CR 12.10 A protocol has been developed, and is operation, to update Members, at the time of an incident. CR 12.05 Emergency Plans have been developed and tested for the high-risk scenarios throughout	4 - Major	1 - Very Unlikely	4	Green	CO 15 People who are most in need are supported CO 06 The Council is efficient and resilient in its service delivery	-

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	Linked to Critical Outcome	D.O.T
				the District. CR 12.03 Joint working arrangements with LCC Highways enables a co-ordinated approach to situations that involve both organisations. CR 12.07 Member and Officer training has been provided to ensure their roles are fully understood during an incident. Further training for key staff has been scheduled to take place during the 2016/17 year. CR 12.08 Work with LRF to ensure Harborough Emergency Planning procedures are robust, clear to Members, and are tested. CR 12.09 A CMT Emergency Planning rota is in place.						
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 21.08 In February 2016 the Council adopted a four-year Medium Term Financial Strategy (MTFS) which provided visibility and provision for savings proposals included in Leicestershire County Council's MTFS (e.g.	2 - Moderate	3 - Likely	6	Amber	CO 07 The Council makes effective use of its assets and resources CO 06 The Council is efficient and resilient in its service delivery	-

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				recycling, early years). The Council actively engages with partners in shaping future public service provision and being aware of any further potential reductions (revenue and capital) in funding from all partners.						
CR 20 Business Continuity: loss of building(s) / service(s) through unforeseen events	4 - Major	4 - Very Likely	16	CR 20.02 ICT Disaster Recovery Plan in place CR 20.01 Building upon the testing workshop in July 2015, the Business Continuity plans and their dependencies have been updated. Further testing will take place in 2016, followed by on-going refinement of the plans. The ICT Disaster Recovery Plan will be invoked in a test scenario during Quarter 3 of the 2016/17 year.	4 - Major	2 - Unlikely	8	Amber	CO 06 The Council is efficient and resilient in its service delivery	-
CR 23 Not Balancing Budget for the next financial year	2 - Moderate	2 - Unlikely	4	CR 23 The Section 151 Officer has legal duties to: propose and set a balanced budget, maintain adequate level of Reserves to support the MTFs, develop a revised	2 - Moderate	2 - Unlikely	4	Green	CO 07 The Council makes effective use of its assets and resources CO 06 The Council is efficient and	-

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				MTFS for the period to 2019/20. The Council set a balanced budget in February 2016 relating to 2016/17 and also approved an MTFS at the same time. The anticipated reductions in funding over the same period are being addressed through savings and efficiency proposals in the relevant year. The Business Planning Process has commenced for the 2017/18 financial year, as has the production of an Executive Report on the Efficiency Plan.					resilient in its service delivery  CO 08 Council services are compliant with legal and audit requirements	
CR 24 Changes to national position on New Homes Bonus may affect the Council's financial stability.	3 - Significant	3 - Likely	9	CR 24.01 The Government has issued a consultation paper on future allocation of New Homes Bonus. Alongside a national reduction in funding that is factored into the Medium-term Financial Strategy (MTFS) there is an emerging risk that councils without an adopted Local Plan would not receive yearly allocation. Until the Local Plan is adopted and the	2 - Moderate	2 - Unlikely	4	Green	CO 06 The Council is efficient and resilient in its service delivery	↓

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				implementation date of the change in New Homes Bonus is agreed there is a risk of further significant reductions in this funding source. The Council has responded to the central government consultation. Further advice from central government is awaited following the consultation period. The Council has provided in its MTFS the modelled reduction in New Homes Bonus in the consultation paper.						
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 A robust Medium-term Financial Strategy (MTFS) and appropriate plans are in place to implement the required changes to the Council's operation (approved by Council on 22 February 2016). This indicates that the Council can deliver a sustainable budget within the MTFS period. The MTFS will be refreshed in Autumn 2016. Levels of Reserves are sufficient to manage	2 - Moderate	2 - Unlikely	4	Green	CO 06 The Council is efficient and resilient in its service delivery CO 07 The Council makes effective use of its assets and resources	↓

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	Linked to Critical Outcome	D.O.T
				effectively any change programme.						
CR 26 Local Plan: Risk of intervention by the Secretary of State if the Local Plan has not been produced by 'early 2017', as referred to in a Ministerial Statement by Brandon Lewis in July 2015. (N.b. there is no definition of what is meant by 'produced', no exact date given and no further guidance as to how the intervention will be done).	2 - Moderate	3 - Likely	6	CR 26 Ensure the project plan timescale is adhered to in order to have a draft plan published for public consultation before the end of 2016 and submitted to the Secretary of State by April 2017. This will be enabled through regular monitoring of the progress of the project plan in light of the project plan timescale; ensure timely interventions occur when delays are identified, including through the Local Plan Executive Advisory Panel.	3 - Significant	1 - Very Unlikely	3	Green	CO 02 Residents are able to access housing which meets their needs  CO 04 People have opportunities to access a range of leisure, sport and physical activities  CO 01 People live in a sustainable environment	-
CR 27 Local Plan: Risk of reduction in receipts from New Homes	3 - Significant	2 - Unlikely	6	CR 27 Ensure that the Local Plan has a robust delivery, monitoring and review chapter that is linked to the housing	3 - Significant	2 - Unlikely	6	Amber	CO 07 The Council makes effective use of its assets and resources	

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	Linked to Critical Outcome	D.O.T
Bonus and increased uncertainty of timely housing delivery as a result of housing development not coming forward.				trajectory supporting the Plan's Spatial Strategy. The developers have an integral role in ensuring the deliverability of The Plan, both through its preparation and subsequent implementation.					CO 02 Residents are able to access housing which meets their needs  CO 01 People live in a sustainable environment	↑
CR 28 Microsoft Windows Server 2003 unsupported: a lack of support implies that no new security patches will be released for this version of Windows which increases the Council's exposure to security vulnerabilities.	3 - Significant	3 - Likely	9	CR 28 Since the product was de-supported on 14 July 2015, the Council continues to progress a programme of removing/upgrading Windows Server 2003 servers to a newer version of Windows that is supported by Microsoft. The ICT Team anticipates that by early September 2016 the majority of the affected servers will be replaced; and any remaining servers will be replaced by the end of Quarter 3 of the 2016/17 year.	2 - Moderate	3 - Likely	6	Amber	CO 08 Council services are compliant with legal and audit requirements	N

## Corporate Strategic Opportunities at the End of Quarter 1 of the 2016/17 Year

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

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

N.B. An upward direction of travel for an opportunity is good.

Opportunity	Impact (I)	Likelihood (I)	Score (I)	Action	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	Linked to Critical Outcome	D.O.T
COR OP 01: Business growth leading to Business Rates retention	3 - Significant	3 - Likely	9	COR OP 01: Feasibility developed for grow-on space to retain businesses in the locality. In July 2015, the Council submitted an expression of interest to the Place Board. The Place Board approved the expression of interest to proceed to the next stage. A submission to the ESIF funding programme was made with LCC and progressed	3 - Significant	4 - Very Likely	12	Green	CO 07 The Council makes effective use of its assets and resources  CO 10 Maintain and	↑

Opportunity	Impact (I)	Likelihood (I)	Score (I)	Action	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	Linked to Critical Outcome	D.O.T
				<p>to the final submission stage at the end of March 2016. The bid has been withdrawn due to a strategic partner withdrawing from the project. Potential alternative funding for the project is currently being assessed and a growth bid has been submitted to the LLEP. There are ongoing discussions with operators at Magna Park to encourage retention of occupation at the Magna Park site.</p> <p>Discussions are underway to bring forward key employment sites within the District to release land for inward investment, provide space for the retention of growing businesses and to provide potential alternative sites for the Move-on Space project. The LLEP is still considering the growth bid. The Harborough Innovation Centre contract provides a year-round support programme that encourages businesses throughout the District to grow.</p>					encourage business growth	

Opportunity	Impact (I)	Likelihood (I)	Score (I)	Action	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	Linked to Critical Outcome	D.O.T
COR OP 02: Acquisition of Assets to Generate Income Opportunities	2 - Moderate	3 - Likely	6	COR OP 02: A bid was submitted to ESIF for funding for Move-on Space; the Council was successful in the bidding process and was asked to submit a further bid by 29 March 2016. The ESIF bid was subsequently withdrawn due to a strategic partner withdrawing from the project. Potential alternative funding for the project is currently being assessed and a growth bid has been submitted to the LLEP, which is still being considered. Alternative options for match-funding requirements are being explored. Business cases have been approved for development garage sites (the Paget Road, Lubenham project is on hold due to unforeseen events, the Great Glen and Naseby garage site projects are progressing as per their respective project plans. The Council continues to assess asset opportunities as they arise.	3 - Significant	3 - Likely	9	Green	CO 07 The Council makes effective use of its assets and resources	↑

Opportunity	Impact (I)	Likelihood (L)	Score (I)	Action	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	Linked to Critical Outcome	D.O.T
COR OP 03: Combined Authority	2 - Moderate	1 - Very Unlikely	2	COR OP 03: The Monitoring Officers continue to work on the Constitution and the operating agreement. A report will be considered by Council in the autumn. The Leicestershire councils are awaiting publication of the draft Combined Authority Order by central government.	2 - Moderate	3 - Likely	6	Amber	CO 06 The Council is efficient and resilient in its service delivery CO 07 The Council makes effective use of its assets and resources	-
COR OP 04: Trading to generate income or reduce costs	3 - Significant	2 - Unlikely	6	COR OP 04: Building Control: fees increased from 1 September 2016. A series of operational improvements are underway; Lifeline: Marketing continues and some new contracts have been entered in to; Trade Waste: income has increased, discussions are being had with FCC about how the Council can grow the Trade Waste business; Commercialisation: meetings with other councils regarding their commercialisation approach have	3 - Significant	3 - Likely	9	Green	CO 07 The Council makes effective use of its assets and resources	↑

Opportunity	Impact (I)	Likelihood (I)	Score (I)	Action	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	Linked to Critical Outcome	D.O.T
				been undertaken.						