



## Corporate Strategic Risks: Quarter 4, 2020/21

### \*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

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. The Council was successful in gaining funding for two projects from the Leicestershire Business Rates pooling fund for 2019/20, and whilst	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
				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 summer 2021. Funding towards the St. Mary's Quarter in Market Harborough is being progressed via a consultant-led feasibility study in mid-2021.					
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	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>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</p>					

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

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				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 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	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
				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.					
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	4 - Major	2 - Unlikely	8	Amber	-

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				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 of the 2020/21 year. A Business Continuity exercise on ICT Disaster Recovery is scheduled to take place in Quarter 1 of the 2021/22 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 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	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
				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 for 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.					
CR 27 Risk of reduction of failing to deliver housing in a timely way could lead	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	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 reduction in receipts of new homes bonus.				to the housing trajectory. Evaluation of the Government's indicative proposals on New Home Bonus is underway and is being factored into 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. Dwelling completions began to recover in Quarter 2, 3 and 4, however these are not yet back up to pre-pandemic levels. The delivery of complex strategic sites is taking longer than anticipated which impacts on the number of units delivered.					
CR 29 Loss of ability to provide a comprehensive service	3 - Significant	3 - Likely	9	CR 29.01 The Council's ICT infrastructure is secured to national standards. We have annual	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
due to cyber security attacks				ITC health check testing. The Council now has ongoing security and benchmarking performed by Microsoft that provides additional recommendations and assurance. During Quarter 4 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.					
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	3 - Significant	1 - Very Unlikely	3	Green	-

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				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.					
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.	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 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	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>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 is due to a series of complex technical matters that have taken 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 are reviewing the model used for monitoring planning fee income to ensure it remains optimum following the adoption of the Local Plan. Strategic Planners and Officers in Development Management</p>					

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				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.					
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 2021/22 year. At the end of Quarter	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
				3, the legal budget had not been spent. However, an ongoing judicial review is due to be determined after Quarter 4. This may result in legal costs exceeding 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 UK 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: 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	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
				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 has been rolled out for 2021/22 to be completed by the end of Quarter 1 of the 2021/22 year. New Records Management policy to be drafted and introduced, during the 2021/22 year.					
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	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
[remove risk in the next Quarter]				<p>Resilience Forum (LRF) to coordinate plans and responses to operational or civil eventualities. The Council is represented on County-wide 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</p>					



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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				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, 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.	3 - Significant	4 - Very Likely	12	Red	-
CR 38 Risk of Environmental Services contractor defaulting leads to an	4 - Major	2 - Unlikely	8	CR 38.01 Regular engagement with contractor (this contact has increased as a result of the	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
inability to fulfil the statutory obligation to collect waste.				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.					
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 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	4 - Major	2 - Unlikely	8	Amber	-

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				central government to help support leisure recovery.					
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 the required savings.	4 - Major	2 - Unlikely	8	<p>CR 40 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:</p> <ul style="list-style-type: none"> <li>• Independent project management.</li> <li>• Comparison data to similar councils.</li> <li>• Positive ownership of proposals as reviews developed by service managers.</li> <li>• Political sponsorship of service/delivery changes proposals.</li> <li>• Strategic 'critical' leadership review of service/delivery proposals.</li> </ul>	3 - Moderate	2 – Unlikely	6	Amber	N

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				Subsequent service transformation is then embedded into the Councils 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 (& associated plans).					
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, 3	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
				and 4 a virtual, remote meeting system continued to be used which allowed the Council's business to continue without disruption. Remote committee meetings are scheduled to cease during Quarter 1 of the 2021/22 year. The Council has made provision for physical meetings to recommence in order that decision making is not delayed.					
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 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	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
				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.					
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 there are limited 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 4, the Council received reduced income from car parking and business rates receipts due to the impact of the Covid-	4 - Major	4 - Very Likely	16	Red	-

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				19 crisis. The government will compensate the Council for some elements of income loss, but it will not be 100%. The Council does continue to lobby government for further Covid-related financial support. Income from the HIC and the Grow-On Centre was significantly impacted due the impact of Covid-19 on businesses. The budgetary issues have been addressed through the BC25 process.					
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.	4 - Major	4 - Very Likely	16	CV 04 The Council has now approved an MTFS through to 2024/25 that includes respective financial impacts from Covid-related losses (Council Tax, Business Rates, general service incomes). The Council has agreed to use some of the one-off grants that it will receive in 2021/22 to meet some of the expected	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
				losses to be incurred by some services. The Council will continue to use reserves to balance its budget but at this time the use of reserves is required as BC25 continues.					
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	-
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	3 - Significant	2 - Unlikely	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
				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. Though the risk from high demand on burial capacity has been to some extent mitigated by the national vaccination programme and maintenance of social distancing, with current lockdown provisions being relaxed over the coming months, this risk should remain at a moderate level until the health emergency is officially no longer in evidence.					
CV 08 Additional homeworking requirements leads to increased demand on the Council's ICT infrastructure which	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	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
subsequently becomes unstable.				externally-hosted products continues to be a concern, as well as the stability of Officers' home-based internet connections.					
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	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	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
loss of public confidence.				was considered by Scrutiny, Cabinet, and Council during Quarter 2. The revised Corporate Delivery Plan was approved and was in effect until the end of the year.					
CV 11 Illness, self-isolation, and other factors lead to loss of capacity to operate services and recruit staff.	3 - Significant	3 - Likely	9	CV 11 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	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
				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.					
CV 12 Illness, self-isolation, and other factors lead to reduced capacity to operate the Council's Lifeline Service which endangers customers.	3 - Significant	3 - Likely	9	CV 12 Operational measures to reduce staff exposure to infection; potential to cancel leave, use overtime etc. During Quarter 2, the lifeline service was relocated, and a digitalised telephony system was implemented and is operational. These factors, as well as the fact	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
				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.					
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. All staff are encouraged to undertake lateral flow tests before attending Council buildings, mixing with colleagues or customers.	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	4 - Major	4 - Very Likely	16	CV 15 Close working with partners including Leicestershire County Council, the Police, CAB,	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
for Council-owned assets.				NFU, and Job Centre. Provision of monitored security systems, CCTV and alarms.					
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 2,100+ requests for support have been dealt with. The effectiveness of the Community Hub puts the Council in a position to respond to the predicted	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
				future wave(s) of the Covid-19 crisis.					

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### Corporate Strategic Opportunities: Quarter 4, 2020/21

Opportunity	Impact (I)	Likelihood (I)	Score (I)	Action	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
COR OP 02: Disposal of Assets for Capital Receipts	2 - Moderate	3 - Likely	6	COR OP 02 An Outline Business Case for Naseby Close, Market Harborough has been considered by Cabinet. The decision has been taken to sell the Council's land holdings to Platform Housing and for Platform Housing to build 38 all-affordable homes at the site. To facilitate this decision the Council has resubmitted a planning application for an all-affordable scheme which was approved by the	3 - Significant	3 - Likely	9	Green	-



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Opportunity	Impact (I)	Likelihood (I)	Score (I)	Action	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				<p>Planning Committee in February 2021. The asset sale continues. An outline Business Case for De Verdon Road, Lutterworth has been considered by Cabinet. The decision has been taken to seek to sell the land with planning permission on the open market. A shortlist of potential buyers is currently being considered and will be reported to Cabinet in due course. The Council is seeking to acquire further properties to use as temporary accommodation or as a homeless hostel following national and local increase in homelessness. Opportunities are currently being explored and an outline business case being developed. Further, the Council is developing an Asset Management Plan (AMP); the aim of the AMP will be to enable the Council to make more</p>					

## Appendix A

Opportunity	Impact (I)	Likelihood (l)	Score (l)	Action	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				effective decisions in respect of its significant asset holdings. Such decisions will range from whether the Council should hold, develop or sell assets to ongoing routine asset management i.e. the scheduling of maintenance/lease renewals-rent reviews etc.					
COR OP 04: Income maximisation/ Cost Reduction	3 - Significant	2 - Unlikely	6	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 has recently taken on Grounds Maintenance services via	4 - Major	3 - Likely	12	Green	↑

## Appendix A

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

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Opportunity	Impact (I)	Likelihood (I)	Score (I)	Action	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				(known as BC25). Tranche 1 of the BC25 Project was completed during Quarter 3 of the 2020/21 year and the resulting recommendations were incorporated into the 2021/22 Budget. Tranche 2 of the BC25 Project commenced in Quarter 4 of the 2020/21 year. It should be noted that the Council increased Council Tax, car-parking charges and green bin charges in setting its 2021/22 Budget. Further, the Council included future years increases in Council Tax as part of the MTFS.					
COR OP 05 To work with the other Leicestershire Authorities to explore different structures for delivering Council services for the benefit of residents.	4 - Major	2 - Unlikely	8	COR OP 05 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	4 - Major	2 - Unlikely	8	Amber	-

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Opportunity	Impact (I)	Likelihood (I)	Score (I)	Action	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				Leicestershire Authorities on further collaboration and work is continuing in this area. During the 2020/21 year, 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).					
COR OP 06 To support communities during recovery from the Covid-19 pandemic via the County-coordinated Contain Funding.	4	1	4	COR OP 06 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 (£57K).	4	4	16	Green	N
COR OP 07 To ensure that Harborough District Council benefits from the ERDF Welcome Back funding to support the reopening of	2 - Moderate	3 - Likely	6	COR OP 07 To develop and deliver a programme of activities to support the reopening of local town centres and tourism and	2 - Moderate	4 – Very Likely	8	Amber	N

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Opportunity	Impact (I)	Likelihood (I)	Score (I)	Action	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
local town centres and tourism following the Covid-19 pandemic.				respond to the medium-term impact of Covid-19. The initial deadline is to submit proposals to Government by 30 May 2021. Once approved, the delivery of these plans can run through until the end of March 2022.					
COR OP 08 To maximise the likelihood that Harborough District Council can benefit from Government Levelling Up Funding to support town centre regeneration, investment in local cultural facilities or upgrading local transport Infrastructure.	3 - Significant	1 – Very Unlikely	3	COR OP 08 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	3 - Significant	2 –Unlikely	6	Amber	N

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Opportunity	Impact (I)	Likelihood (I)	Score (I)	Action	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				constituencies. The aim is plan towards Round 2, in order to allow time to identify realistic joint projects and learn from the experiences of Round 1.					
COR OP 09: The service transformation propositions agreed by Council as a consequence of the Budget Challenge 2025 programme deliver the required savings.	2 - Moderate	3 - Likely	6	COR OP 09: 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.	4 - Major	3 - Likely	12	Green	N

