



## Corporate Strategic Risks: Quarter 3, 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. Two bids were successful in the 2018/19 year, these were: the Town Centres Masterplan Project and the Grow-on Space Project,	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
				both of which have been progressed. The Council was successful in gaining funding for two projects from the Leicestershire Business Rates pooling fund for 2019/20, and whilst progress has been delayed on these due to the coronavirus pandemic, work is back on track and the LLEP is comfortable and assured by the progress being made.					
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	4 - Major	1 - Very Unlikely	4	Green	-

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				<p>place to ensure there is an effective response to any incident. There is a county-wide programme for testing plans which ensures that there is a consistent approach and that plans are tested at appropriate times. The Council is a member of the county-wide emergency planning partnership and this provides 24/7 support from an emergency planning professional. A protocol has been developed, and is in operation, to update Members, at the time of an incident. Emergency Plans have been developed and tested for the high-risk scenarios throughout the District. Joint working arrangements with LCC Highways enable a co-ordinated approach to situations that involve both organisations. Member and Officer training has been provided to ensure their</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>roles are fully understood during an incident. We work with the LRF to ensure Harborough Emergency Planning procedures are robust, clear to Members, and are tested. A Corporate Management Team Emergency Planning rota is in place. An online training module on Emergency Planning for all staff was launched in Quarter 4 of the 2016/17 year. Corporate Management Team received training in May 2018 regarding management of emergency incidents. An Audit review, conducted in February 2018, made no recommendations. During Quarter 3 of the 2019/20 year, elected members received an emergency plan briefing. During Quarter 2 of the 2020/21 year, a multi-agency exercise was carried out remotely across</p>					

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				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 is leading to a lack of clarity over funding available to partners to support outcomes in the District. The Council partially mitigates this through representation on working groups. The government issued a one-year financial settlement for 2021/22 and the expectation is that a Comprehensive Spending Review will be undertaken	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
				during the 2021/22 year.					
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 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	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
				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 forecast outturn was indicating a £154k overspend for 2020/21; mainly due to the impacts of Covid-19 on service income. With the forecasted future reduction in government grant and the ever increasing demand for services, the Cabinet is currently developing its 2021/22 budget and medium-term financial strategy through to 2024/25. The Council has commenced a fundamental budget review process, Budget Challenge 2025, and the first tranche of service transformation proposals will be included in the draft 2021/22 budget	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
				proposals. Subsequent service transformation proposals will be brought into the budget during the next year. The has Council 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 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 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	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
				completions began to recover in Quarter 2 and 3, however these are not yet back up to pre-pandemic levels.					
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 additional recommendations and assurance.	2 - Moderate	3 - Likely	6	Amber	-
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	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-	3 - Significant	1 - Very Unlikely	3	Green	-

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Intervention				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.					
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 to fees	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>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 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. For this reason, the residual risk score has increased. Strategic Planners and Officers in Development</p>					

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				Management are proactively monitoring the delivery of the housing trajectory in the Local Plan to establish the extent to which there is a likelihood of major planning applications coming forward.					
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	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 3. This will result in legal costs may 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 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: 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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				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 was completed in Quarter 3 of the 2019/20 year. Annual refresher to be carried out in Quarter 4 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	4 - Major	3 - Likely	12	CR 36.01 Continue to monitor information	3 -	3 - Likely	9	Red	-

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Kingdom's imminent departure from the European Union.				<p>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 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</p>	Significant				

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O. T
				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, 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	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
				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	-
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	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
				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 and 3 a virtual, remote meeting system continued to be used which allowed the Council's business to continue without disruption.	2 - Moderate	2 - Unlikely	4	Green	-
CV 02 Unforeseen, unfunded financial burdens as a result of responding to the ongoing situation weaken the Council's	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;	4 - Major	4 - Very Likely	16	Red	-

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financial stability.				this is reported to Cabinet at the same time as routine budget monitoring. The Council is currently forecasting a need to use its own reserves to meet some unsupported costs of Covid, these can be met in the short-term, but this is likely to have an adverse impact on the longer-term financial sustainability of the Council.					
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 2, the Council received reduced income from car parking and business rates receipts due	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
				to the impact of the Covid-19 crisis. The government will compensate the Council for some elements of income loss, but it will not be 100%.					
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 Section 151 Officer and Corporate Management Team, along with Cabinet will be presenting a Medium-Term Financial Strategy to Council in February 2021. The 2021/22 budget and MTFS will incorporate the conclusions of the Budget Challenge, Tranche 1 service reviews, known service risks, government funding and suggested Council Tax impacts; as well as considering impacts on reserves.	4 - Major	3 - Likely	12	Red	-
CV 06 Reduced staff morale, as a result of depleted numbers of workers and uncertainty about the	2 - Moderate	2 - Unlikely	4	CV 06 Clear and continuous communications, regular check-ins by managers. Ongoing Covid-19 factors	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
future, leads to mistakes and loss of productivity.				and BC25 work may increase the scores of this risk. However, at the time of writing, there is no evidence of loss of productivity.					
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	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	3 - Significant	3 - Likely	9	Red	-

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subsequently becomes unstable.				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.					
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	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.				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.					
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,	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
				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 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 that the team can now work from home, have increased the resilience of the service.	2 - Moderate	3 - Likely	6	Amber	↑
CV 13 Illness, self-isolation, and other factors lead to a reduced capacity to	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	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
deal with homelessness which endangers vulnerable people.				presence in the Symington building.					
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	-
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	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>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 1,700+ 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.</p>					

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

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- ↓ = Reduction in opportunity score compared to previous risk report
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**Corporate Strategic Opportunities: Quarter 3, 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 will be considered by Planning Committee in February 2021. An outline Business Case for	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
				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. Steps are currently being made to market the land. 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.					
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	2 - Moderate	3 - Likely	6	Amber	-

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				<p>and action plans. The Environmental Services team 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). Tranche 1 of the</p>					

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Opportunity	Impact (I)	Likelihood (I)	Score (I)	Action	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				BC25 Project was completed during Quarter 3 of the 2020/21 year and the resulting recommendations were incorporated into the 2021/22 draft budget. Tranche 2 of the BC25 Project will commence in Quarter 4 of the 2020/21 year.					
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 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	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
				financial year).					