

Corporate Strategic Risks at the End of Quarter 3 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 (D.O.T.) 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 01.01 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 the Control Centre (including Lifeline) to be considered by Executive.	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
				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 is not yet known	3 - Significant	4 - Very Likely	12	CR 04.01 Full 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 so far is minimal. The Council has also been advised that the national roll-out programme has been 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, through the Leicestershire Revenues and Benefits Partnership, will have to manage the reduction at the appropriate time.	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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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. The Council has submitted an Efficiency Plan to DCLG. 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.	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	-
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 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. An outline	2 - Moderate	2 - Unlikely	4	Green	CO 10 Maintain and encourage business growth	-

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				application for Move-on Space is being prepared for ERDF funding via the LLEP. The outline submission is due to be submitted in February 2017. A full business case will be considered by Council if the funding is secured.						
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. Residential planning applications are processed efficiently in order to move	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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				towards a five-year land supply as quickly as possible. The Council is progressing a Local Plan towards adoption, as quickly as possible, in order to ensure the achievement of a five-year supply. N.B. the mitigation set out above will not have its maximum impact until the adoption of the Local Plan.						
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. Ongoing discussions are taking place across the Leicester and Leicestershire Housing Market Area (HMA) to ensure an agreed Memorandum of Understanding is put in place covering how the final levels of objectively-assessed needs, as derived from the up-to-date HEDNA, for each Council across the HMA are to be spatially delivered	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	-

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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
				through Local Plans and the Strategic Growth Plan. N.B. the mitigation outlined here may not fully mitigate the risk until the Local Plan is adopted.						
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	CR12.01 As a member of the Local Resilience Forum (LRF) the Council receives support on responding to emergency situations from a number of partner organisations. CR12.02 Severe Weather and Flood Contingency Plans are in place to ensure there is an effective response to any incident. CR12.06 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. CR12.04 The Council is a member of the county-wide emergency planning partnership and this provides a 24/7 support from an emergency planning professional. CR12.10 A protocol has been developed, and is operation, to update	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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				<p>Members, at the time of an incident. CR 12.05 Emergency Plans have been developed and tested for the high-risk scenarios throughout 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.</p>						
CR 15 Reduction in public sector funding by all partners leads to	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	2 - Moderate	3 - Likely	6	Amber	CO 07 The Council makes effective use of its assets and resources	

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service gaps and reduced public sector offer to residents				provision for savings proposals included in Leicestershire County Council's MTFS (e.g. 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.					CO 06 The Council is efficient and resilient in its service delivery	-
CR 20 Business Continuity: loss of building(s) / service(s) through unforeseen events	4 - Major	4 - Very Likely	16	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 2017, followed by on-going refinement of the plans. A multi-agency disaster recovery test in the Symington Building is due to take place during the 2017/18 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 MTFS for the period to 2019/20. The Council set a balanced budget in February 2016 relating to 2016/17 and	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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				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 for the 2017/18 financial year has taken place, and a draft Budget has been produced.					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 changes to the allocation of New Homes Bonus. Alongside a national reduction in funding that is factored into the Medium-term Financial Strategy (MTFS) there is still a potential risk that councils without an adopted Local Plan would not receive yearly allocation. The Council has provided in its MTFS the modelled reduction in New Homes Bonus in the consultation paper.	2 - Moderate	2 - Unlikely	4	Green	CO 06 The Council is efficient and resilient in its service delivery	-
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	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	

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				Council can deliver a sustainable budget within the MTFS period. A revised MTFS will be approved in February 2017. Levels of Reserves are sufficient to manage effectively any change programme.					resources	-
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 August 2017 and submitted to the Secretary of State in December 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	-

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CR 27 Local Plan: Risk of reduction in receipts from New Homes Bonus and increased uncertainty of timely housing delivery as a result of housing development not coming forward.	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 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.	3 - Significant	2 - Unlikely	6	Amber	CO 07 The Council makes effective use of its assets and resources 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 un-supported: 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. In Quarters 1 and 2 of the 2016/17 year a number of Windows 2003 servers were replaced. At the end of Quarter 3 only seven servers (of the original 24) had not been upgraded or removed. All of the remaining servers are expected to be replaced by the end of Quarter 4. Four are scheduled to be	2 - Moderate	3 - Likely	6	Amber	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
				retired/replaced by February 2017.						
CR 29 Loss of ability to provide a comprehensive service due to cyber security attacks	3 - Significant	2 - Unlikely	6	CR 29 Complete the programme of work to improve security as dictated by risks highlighted within the Council's annual Penetration Test and IT HealthCheck and implement the Action Plan from the ICT Cyber Security Review (January 2017).	2 - Moderate	2 - Unlikely	4	Green	CO 06 The Council is efficient and resilient in its service delivery	N

Corporate Strategic Opportunities at the End of Quarter 3 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 (D.O.T.) 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. There are on-going discussions with operators at Magna Park to encourage retention of occupation at the Magna Park site. Discussions are	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
				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 Harborough Innovation Centre contract provides a year-round support programme that encourages businesses throughout the District to grow.					encourage business growth	
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 of garage sites (the Paget Road, Lubenham project is on hold due to unforeseen events). Work on	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
				the Great Glen site is scheduled to commence on 9 January 2017. The Council is in discussions regarding the potential development of the Naseby Close site. The Council continues to assess asset opportunities as they arise.						
COR OP 03: Combined Authority	2 - Moderate	1 - Very Unlikely	2	COR OP 03: The Monitoring Officers have completed work on the Constitution and the operating agreement. A report will be considered by the Executive and then Council when the Order has been published 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: a marketing programme is being delivered and continues to attract additional contracts; Trade Waste: income has increased and a plan for	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
				<p>developing income further is being considered.</p> <p>Commercialisation: meetings with other councils regarding their commercialisation approach have been undertaken.</p>						