

Corporate Strategic Risks at the End of Quarter 4 of the 2015/16 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

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	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 2015/16 and 2016/17; marketing support was commissioned and revised marketing initiatives commenced; Income targets overall for the Council have been exceeded in 2015/16. However, due to resourcing issues in Building	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
				Control and Lifeline during 2015/16 the net income targets for these services were not achieved throughout 2015/16. Action plans, recruitment and project plans have been instigated for these services.					
CR 04: Impact on Council's resources of welfare reform changes is not yet known	3 - Significant	4 - Very Likely	12	CR 04.01 Universal Credit is now live in part of the Council's area (Market Harborough Job Centre Plus area). An agreement is in place between HDC and DWP and is being monitored on a monthly basis. Impact on HDC resources during the 2015/16 was minimal. Information regarding the government's plans for implementation of UC has been received and we have been advised that staff will not be TUPED to DWP. The District Council will have to manage the reduction at the appropriate time. It is anticipated that this work will be completed by the end of the 2019/20 year.	2 - Moderate	3 - Likely	6	Amber	-
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	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
				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 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 LLEP grant process has now been finalised by the LLEP Board. A	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
				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.					
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 and budgets 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	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
				the earliest possible date through positively granting planning permissions to support the delivery of housing whenever possible and appropriate.					
CR 09 Reduced outcomes delivered from external partnerships and contracts through inadequate monitoring and accountability frameworks (leading to loss of service, financial and/or reputational damage)	3 - Significant	3 - Likely	9	CR 21.04 The Council has a series of major contracts (e.g. Environmental Services, Leisure Services). These are backed-up by contracts and are monitored through regular operational meetings and strategic overview meetings. Risks are managed through KPIs, Contractor Scorecard, Health and Safety assessment etc.	3 - Significant	2 - Unlikely	6	Amber	-
CR 10 Local Plan Risks: 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 a 'sound', up-to-date and NPPF-compliant Local Plan is prepared and adopted by the Council in accordance with established work programmes and budgets. Ensure that development is managed and delivered in areas and locations across the District that meet the Spatial Strategy of the Local Plan and ensure that sustainable development objectives are met. During the	2 - Moderate	3 - Likely	6	Amber	-

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				2015/16 year, additional resources were allocated to the project to aid the process.					
CR 11 Constitution is limited in its delegations and flexibility and leads to delayed decision-making	2 - Moderate	3 - Likely	6	<p>CR 11.01 The Monitoring Officer has a duty to review the Constitution on a regular basis to ensure it is up to date with legislative changes and fits the needs of the authority.</p> <p>Transformation 2 recommended a review of the Constitution as a result of LGA Peer Challenge. Planning call-in and delegation to Officers: a programme of work has been approved and is ongoing. Members decided to carry forward the review to the 2015/16 year. A final report with proposed amendments was considered by Council in December 2015.</p> <p>Members deferred this matter and an update was provided at the meeting of the Constitutional Review Committee on 16 February 2016. The Constitutional Review Committee met on 16 February 2016 and requested further amendments. The Constitutional Review Committee is due to</p>	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
				receive a further update at its next meeting on 26 April 2016.					
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 12.05 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	4 - Major	1 - Very Unlikely	4	Green	-

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				organisations. CR 12.07 Member and Officer training has been provided to ensure their roles are fully understood during an incident. CR 12.08 Work with LRF to ensure Harborough Emergency Planning procedures are robust, clear to Members, and are tested. CR 12.09 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 The County Council approved a four-year Medium Term Financial Strategy (MTFS). There is visibility of the savings proposals with the majority of savings (recycling, early years) already built into the Council's MTFS; impact of Summer Budget and Comprehensive Spending Review on LCC budget shared through Section 151 Officer discussions; risks of further reductions mitigated through both councils having published MTFSs and through ongoing working groups and appraisal of new options.	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
CR 18 Failure to procure an affordable waste and environmental service within budget and timescale	4 - Major	3 - Likely	12	CR 21.07 The Environmental Services Contract was extended to 2022/23 on the 21 September 2015; savings have been identified to address the reduction of funding arising from changes in recycle and materials funding; charging for green waste has been implemented and is operable from April 2016.	2 - Moderate	1 - Very Unlikely	2	Green	-
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 Business Continuity Plan in place. Further work is planned in 2015/16 to test service managers' understanding of their business continuity plans. Testing of recovery plans has shown limited understanding of business continuity plans within service areas. Therefore the residual score of this risk has increased.	4 - Major	2 - Unlikely	8	Amber	↑
CR 23 Not Balancing Budget for the next financial year	2 - Moderate	2 - Unlikely	4	CR 23 The Section 151 Officer has a legal duty to propose and set a balanced budget; adequate level of Reserves to support the MTFS; development of a revised MTFS for the period to 2019/20.	2 - Moderate	2 - Unlikely	4	Green	-

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				Council 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.					
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 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 implementation date of the change in New Homes Bonus is agreed there is a risk of further significant reductions in this funding source. End of Quarter 4 2015/16 update: the Council has responded to the central government consultation. Further advice from central government is awaited following the consultation period.	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
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 and appropriate plans in place to implement the required changes to the Council's operation were approved by Council on 22 February 2016. This indicates that the Council can deliver a sustainable budget within the MTFS period.	3 - Significant	3 - Likely	9	Red	↓
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. During the 2015/16 year, additional resources were allocated to the project to aid the process.	3 - Significant	1 - Very Unlikely	3	Green	N
CR 27 Local Plan: Risk of reduction in receipts from New Homes Bonus	3 - Significant	2 - Unlikely	6	CR 27 Ensure the project plan timescale is adhered to in order to	3 - Significant	1 - Very Unlikely	3	Green	N

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Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
and increased uncertainty of timely housing delivery as a result of housing development not coming forward.				have a draft plan published for public consultation before the end of 2016 and submitted to the SoS 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. During the 2015/16 year, additional resources were allocated to the project to aid the process.					
CR 28 Clawback of ERDF funds relating to previous capital investment	4 - Major	4 - Very Likely	16	CR 28 The overachievement of financial and operational performance of the Harborough Innovation Centre linked to the original funding agreement leads to the need for payment to DCLG. The impact has been assessed and partially mitigated through reviews and input into Article 55 calculations and advice from technical advisors.	4 - Major	3 - Likely	12	Red	N

Corporate Strategic Opportunities at the End of Quarter 4 of the 2015/16 Year

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Opportunity	Impact (I)	Likelihood (I)	Score (I)	Action	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
COR OP 01: Business growth leading to Business Rates retention	3 - Significant	3 - Likely	9	COR OP 01: 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 to the final submission stage at the end of March 2016. The bid has been withdrawn due to a	2 - Moderate	3 - Likely	6	Amber	-

Opportunity	Impact (I)	Likelihood (I)	Score (I)	Action	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
				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.					
COR OP 02: Acquisition of Assets to Generate Income Opportunities	3 - Significant	3 - Likely	9	COR OP 02: Bid submitted to ESIF for funding for move-on space; the Council has been successful in the bidding process and has been asked to submit a further bid by 29 March 2016; Business cases have been approved for development of two garage sites. End of Quarter 4 2015/16 update: the ESIF 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.	2 - Moderate	3 - Likely	6	Amber	-
COR OP 03: Combined Authority	2 - Moderate	3 - Likely	6	COR OP 03: A report was considered by the Executive on 30 November 2015 and Council on 14th December 2015. The decision by the Council agreed to being part of the combined	2 - Moderate	3 - Likely	6	Amber	-

Opportunity	Impact (I)	Likelihood (I)	Score (I)	Action	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T.
				authority proposal that would be submitted to the government in January 2016. The future scoring of this opportunity will depend on the outcome of this bidding process. End of Quarter 4 2015/16 update: a proposal has been submitted to DCLG; work on the preparation of a draft Constitution is ongoing. A devolution deal bid is currently being developed which should bring opportunities for the Council for a variety of services. It is intended that the initial devolution bid will be submitted in the summer of 2016.					
COR OP 04: Trading to generate income or reduce costs	3 - Significant	3 - Likely	9	COR OP 04: Business plans for each trading unit; overhead and recharge models being developed.	2 - Moderate	3 - Likely	6	Amber	-