

Corporate Risks at the End of Quarter 1 of the 2020/21 Year

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

- ↑ = Increase in risk score compared to previous risk report
- = No change in risk score compared to previous risk report
- ↓ = Reduction in risk score compared to previous risk report
- N = New risk added this Quarter

N.B. A downward direction of travel (D.O.T.) for a risk is good.

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 Master plan Project and the Grow-on Space Project. The Council	2 - Moderate	3 - Likely	6	Amber	-

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				has submitted a number of expressions of interest for the Business Rates pooling fund for 2019/20. The Council was successful in securing business rates pilot status for 2019/20 which will retain increased funds within Leicestershire. Three bids have been made to the Leicestershire Business Rates Pool which are aimed at promoting economic growth and provides funding for a number of projects in the District.					
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. Training undertaken by staff is under continual review to ensure compliance with the Local Resilience Forum's guidance and competencies. Severe Weather and Flood	4 - Major	1 - Very Unlikely	4	Green	-

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				<p>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 Highways enable a co-ordinated approach to situations that involve both organisations. Member and Officer training has been</p>					

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T	
				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 year, elected members received an emergency plan briefing.						
CR 15 Reduction in public sector funding by all partners leads to service gaps and reduced public	3 - Significant	3 - Likely	9	CR 15.01 The Council actively engages with partners in shaping future public service provision and to maintain	2 - Moderate	3 - Likely	6	Amber	-	

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
sector offer to residents				awareness of any further potential reductions (revenue and capital) in funding from all partners. However, the significant changes in Fair Funding and business rate changes due in 2021 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 and the maintenance of contingency and provision budgets to manage the impact of any change in the short-term.					
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 IT 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	4 - Major	2 - Unlikely	8	Amber	-

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				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.					
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 Cabinet is working through the budget for the 2020/21 year. Levels of reserves are sufficient to manage any unplanned change effectively. The budget (including income and expenditure) is monitored on a quarterly basis and corrective action taken as required. Preparation for the 2021/22 and budget and medium-term financial planning will start earlier than in previous years (Spring /Summer 2020).	3 - Significant	3 - Likely	9	Red	-
CR 27 Risk of reduction of failing to deliver housing in a timely way could lead to reduction in receipts	3 - Significant	2 - Unlikely	6	CR 27.01 The up-to-date adopted District-wide Local Plan contains robust delivery,	3 - Significant	2 - Unlikely	6	Amber	-

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
of new homes bonus.				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 in to the Medium-term financial plan and future budgets.					
CR 29 Loss of ability to provide a comprehensive service due to cyber security attacks	3 - Significant	2 - Unlikely	6	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	2 - Unlikely	4	Green	-
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	3 - Significant	1 - Very Unlikely	3	Green	-

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				outside of the Local Plan strategy thereby significantly reducing the risk of loss of decision-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	4 - Major	1 - Very Unlikely	4	Green	-

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				Team monitors planning fee income on a regular basis particularly in regard to fees for major applications and this information is fed into an overview of the Council's financial status. At the end of Quarter 1 of the 2020/21 year, planning income was on target.					
CR 33 Costs of planning appeals, and legal challenges, exceed budget	4 - Major	2 - Unlikely	8	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	4 - Major	2 - Unlikely	8	Amber	-

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				during the 2020/21 year.					
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 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 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 Information management inspections; on-going training and review of systems, working practices and control mechanisms. GDPR has been added as a standard item to all report templates and	2 - Moderate	2 - Unlikely	4	Green	-

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				Officers were trained on this. Compliance checking continues as a matter of course. Refresher training on GDPR was completed in Quarter 3 2019/20. Annual refresher to be carried out in Quarter 3 for 2020/21. 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 35 Possible vulnerability with the provision of Revenues and Benefits software due to the financial position of the provider and the exit from the existing contracts by other government bodies	4 - Major	1 - Very Unlikely	4	CR 35.01 The financial stability of the software supplier has stabilised and therefore is no longer being monitored by the Partnership Management Board. The account manager arrangements are being changed by the supplier and we are awaiting further details regarding this.	2 - Moderate	1 - Very Unlikely	2	Green	-

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
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 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	3 - Significant	3 - Likely	9	Red	-

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				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 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 Following the introduction of the Homelessness Act 2017, the Council introduced a new Housing and Homelessness Prevention Strategy which highlighted key actions that the Council is taking to meet its statutory responsibilities. As part of this on-going work, the Council is reviewing future provision of temporary accommodation to meet the needs of homeless residents in the most cost-effective manner. During Quarter 3, of the 2019/20 year, the Council submitted an offer on a property consisting of three flats to use as temporary	3 - Significant	3 - Likely	9	Red	-

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				accommodation for homeless households. During Quarter 4 of the 2019/20 year, the Council completed purchase of the three flats and they began to be used to accommodate homeless households.					
CV 01 Disruption causes delays in the decision-making ability of the Council.	3 - Significant	4 - Very Likely	12	CV 01 Use 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.	2 - Moderate	3 - Likely	6	Amber	N
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 Upfront forecasting and monitoring of the costs likely to be needed; Recording and itemising the extra expenditure so as to make a claim for Belwin Funding; Short-term use of financial reserves to fund the costs (but note the significant adverse impact on longer-term financial sustainability of the	4 - Major	3 - Likely	12	Red	N

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				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 no 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).	4 - Major	3 - Likely	12	Red	N
CV 04 The focus on high-priority, short-term needs prevents 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 Whilst the Section 151 Officer and Corporate Management Team will promote and plan for an early Medium-Term Financial Strategy process, this is dependent on Central Government letting councils know its intentions of the changes to the Local Government Finance Regime planned to be implemented from 2020/21.	4 - Major	3 - Likely	12	Red	N
CV 05 Vulnerable residents and businesses are not provided with	2 -	3 - Likely	6	CV 05 Implementation of a Communications Plan for	2 -	1 - Very	2	Green	N

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
hardship payments and Business Rates reliefs as a result of Financial/Revenues and Benefits and/or ICT systems and processes not being available or sufficient.	Moderate			businesses, Citizens Advice Bureau and key partners took place during Quarter 1. Training for frontline staff on available grants and benefits took place during Quarter 1.	Moderate	Unlikely			
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.	1 - Minor	2 - Unlikely	2	Green	N
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 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).	3 - Significant	3 - Likely	9	Red	N
CV 08 Additional homeworking requirements lead to increased demand on the Council's ICT infrastructure which subsequently becomes unstable.	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	3 - Significant	2 - Unlikely	6	Amber	N

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				them.					
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.	3 - Significant	2 - Unlikely	6	Amber	N
CV 10 The Council's Vision, Priorities, Critical Outcomes and Key Activities are not progressed leading to loss of public confidence.	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 has been put forward for consideration by the relevant committees. This document reflects changes that were made to the Council's business as a result of the Coronavirus pandemic.	2 - Moderate	2 - Unlikely	4	Green	N
CV 11 Illness, self-isolation, and other factors lead to loss of capacity to operate services and	3 - Significant	3 - Likely	9	CV 11 Redeployment of staff resources across the Council where needed, continuous support from managers,	2 - Moderate	3 - Likely	6	Amber	N

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
recruit staff.				prioritisation of working within the teams, identify skills and gaps and seek to fill by training. Recruitment is not seen as a problem yet, it may be three months before someone is due to start. Interviews can be conducted remotely.					
CV 12 Illness, self-isolation, and other factors lead to a 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.	2 - Moderate	2 - Unlikely	4	Green	N
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 to be put in place for staff to be able to work from home and to have a continual staff presence in the Symington building.	2 - Moderate	2 - Unlikely	4	Green	N
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	1 - Very Unlikely	2	Green	N

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
CV 15 Public unrest leads to security risks for Council-owned assets: The Symington Building.	4 - Major	4 - Very Likely	16	CV 15 Includes: town Centre High Profile Building housing not only the Council but also partners including Leicestershire County Council, CAB, NFU and Job Centre: 1. Monitored security system which alerts to Lifeline and Keyholding company who will attend any activations to the intruder/fire systems. Duty officer will also be alerted to any activations. Additional if required - Regular external patrols by security guards could be introduced. 2. Access control is in place for all doors to the building with limited access to some areas. Additional if required - Reduced access. 3. CCTV within the building which covers the main public areas and under the arch, this is not monitored on site, however, could be monitored by Lifeline at the police station. Some external CCTV cameras covering parts of the building	2 - Moderate	2 - Unlikely	4	Green	N

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				are controlled by Lifeline. Additional if required - Full monitoring by Lifeline if resources allow. 4. Barrier and Gates to prevent unauthorised vehicle into rear car park but there is an open walk way which also has a lockable gate, this has not been used for a number of years. Additional if required - Barrier and gates all to be closed to prevent access, access to be controlled and monitored.					
CV 16 Public unrest leads to security risks for Council-owned assets: Grow-On Centre.	4 - Major	4 - Very Likely	16	CV 16 This building has a security system which is monitored through the management company however also alerts Lifeline. Ability to call out the management company security to check building. Each office has own locks and fobs. Additional if required - introduce external security guard patrols. A barrier system is in place to enter the car park. Additional if required	2 - Moderate	2 - Unlikely	4	Green	N

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				- Barrier and gates all to be closed to prevent access, access to be controlled and monitored.					
CV 17 Public unrest leads to security risks for Council-owned assets: Harborough Market.	4 - Major	4 - Very Likely	16	CV 17 Standalone security system to the building. Traders' goods are stored in secure areas that are not accessible to the public. Locks and caged doors and Secure keypad access to the external door and to floor one are in place. CCTV to the external access to the building from the car park is in place. Each office has own lock.	2 - Moderate	2 - Unlikely	4	Green	N
CV 18 Public unrest leads to security risks for Council-owned assets: Harborough Innovation Centre.	3 - Significant	3 - Likely	9	CV 18 The HIC has a monitored security system which alerts to Lifeline and keyholding (keyholding company will attend to activations of the system). Locks and roller doors for HIC Management are in place. Each office has own locks and security fobs which are the responsibility of the license	2 - Moderate	2 - Unlikely	4	Green	N

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				holder. CCTV throughout the building is in place. Barrier arms to prevent unauthorised access into the car park can be activated if required.					
CV 19 Community Hub failure leads to hardship/ death	4 - Major	2 - Unlikely	12	CV 19 Training for Community Hub staff took place during Quarter 1. Arrangements for effective signposting to relevant agencies were put in place during Quarter 1. Continuous liaison with partners and data sharing arrangements with the County Council took place were in place throughout the Quarter. Individual needs (e.g. Braille) were provided for, where needed.	4 - Major	1 - Very Unlikely	4	Green	N
CV 20 The Council fails to meet its statutory Data Protection duties by, for example, releasing personal data pertaining to individuals which results in fine(s) and reputational damage.	4 - Major	3 - Likely	12	CV 20 Annual Data Protection refresher is being completed by all staff in Quarter 2. Regular updates on breach trends and causes are raised through the Information Governance Board. Breach notifications, where	4 - Major	2 - Unlikely	8	Amber	N

Appendix A

Risk	Impact (I)	Likelihood (I)	Score (I)	Mitigation	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				<p>substantial, are raised with the Senior Information Risk Officer at the time of report. Learning outcomes are communicated at regular intervals in order to foster staff appreciation of common concerns and failings. Ensure new systems and processes are subject to Data Protection Impact Assessment, where appropriate. Staff engage with the Information Governance Team and Data Protection Officer where they have information and personal data concerns.</p>					

Corporate Opportunities at the End of Quarter 1 of the 2020/21 Year

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

- ↑ = Increase in opportunity score compared to previous Quarter report
- = No change in opportunity score compared to previous Quarter report
- ↓ = Reduction in opportunity score compared to previous Quarter report
- 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	D.O.T
COR OP 01: Business growth leading to Business Rates retention	3 - Significant	3 - Likely	9	COR OP 01: The Local Plan has identified employment sites and made provision for key sector demand, for example logistics. The Economic Development Team has good relationships with existing industries such as those engaged within the construction/ property sector,	3 - Significant	3 - Likely	9	Green	-

Opportunity	Impact (I)	Likelihood (I)	Score (I)	Action	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				LLEP and others to identify inward investment and growth opportunities. Provision of business support and skills agenda to encourage businesses to grow. The construction of the Council-owned Grow-on Centre was completed in Quarter 3. The Invest in Harborough website will provide core information and demonstrates why the District is in a good location, for any businesses looking to establish themselves in the area. A pilot project for the Leicestershire Business Rates Retention Pool has been approved. Three bids have been made to the Leicestershire Business Rates Pool which are aimed at promoting economic growth.					
COR OP 02: Acquisition/development of Assets to Generate Income Opportunities	2 - Moderate	3 - Likely	6	COR OP 02 An Outline Business Case for Naseby Close, Market Harborough has been approved and a planning application has been	3 - Significant	3 - Likely	9	Green	-

Opportunity	Impact (I)	Likelihood (I)	Score (I)	Action	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				<p>submitted. Following postponement of the planning decision, the Council is currently considering amendments to the planning application and reworking the Business Case for Cabinet decision. An outline Business Case for De Verdon Road, Lutterworth has been approved. A planning application has been submitted and pre-construction works continue with a view to start on site in early 2020 subject to the full business case being approved by Cabinet. Further housing and commercial development opportunities are being considered. The Cabinet and Council has approved the acquisition of land in Market Harborough for development, subject to due diligence being carried out. The Council's wholly-owned company has acquired the Tesco and B&M</p>					

Opportunity	Impact (I)	Likelihood (I)	Score (I)	Action	Impact (R)	Likelihood (R)	Score (R)	Risk Colour	D.O.T
				units.					
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 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	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
				marketing and increasing customer numbers, and by reducing costs through efficiencies; this will continue during 2020-21. The Council undertakes an annual review of budgets, including fees and charges, which highlights opportunities for income generation and cost reduction.					
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.	4 - Major	2 - Unlikely	8	Amber	-