

APPENDIX A : CORPORATE RISK REGISTER RISK NO	DESCRIPTION	RANKING	CONSEQUENCES	COUNTER MEASURES	TIMELINE	OWNER	ACTION PLAN CROSS REFERENCE	DATE UPDATED	CURRENT STATUS
1	<p>Risk: Melton Local Plan – Delivering growth and sustainable development</p> <p>Reduced ability to control development;</p> <p>Financial – cost of dealing with speculative applications and resultant appeals.</p>	High and Critical B3 Target D2	<p>Reputational Risk, following withdrawal of LDF Core Strategy</p> <p>Physical consequences; development resulting in schemes occurring in undesirable locations; inability to secure infrastructure/con- tributions</p> <p>Financial: risk of evidence base and LP production exceeding budget provision</p>	<p>Strong work programme and regular review: dedicated Working Group and Project Board providing overview and control mechanisms</p> <p>Detailed work programme for the Local Plan is regularly reviewed.</p> <p>Ensure that developments are as sustainable as possible and that contributions from developers (Affordable Housing and to infrastructure) are secured. Use of evidence base to enhance ability to secure contributions.</p> <p>To date evidence has been procured from within the existing budget.</p>	<p>Monthly (to Programme Board)</p> <p>Ongoing – applications approved to date have provided wide portfolio of contributions. Approaches refined in view of changes to CIL Regs in April 2015</p>	Regulatory Services	Regulatory Services Service Plan	August 2015	GREEN

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	Organisational - combination of requirements to produce the LP together with speculative large scale and controversial applications exceeding the capacity of existing resources.		Increased delay and greater likelihood of appeals.	Increased fee income accompanying larger applications facilitate relevant specialist services Development of staffing structures to allow greater resource and adaptability to focus on areas which are facing the greatest pressures. Careful monitoring of budget and staffing resources to adapt to pressure arising from applications and development of the LP evidence base.	In hand and on-going. Complete (Jan and Feb 2014) - staff recruited to LP manager post and new RS Manager post. Resource monitoring adaption on going. Further progress made on integrated approach to planning at a staffing level. 'Major projects Officer' post authorised.				

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2	Risk: Uncertainty and risks over the future government funding and the resultant impact on the Council's finances	High and Critical B3 Target C3	Inability to meet corporate objectives	Transformation programme aimed at making the Council more productive and at the same time more in line with customer demands	£75k 2015/16, £125k 2016/17	KA/CC	Transformation programme and project plans	August 2015	AMBER
				Understand demand in order to reduce/remove this where possible and where this remains meet this in a more efficient and effective way	Ongoing	KA/MT			
			Savings having to be made that impact on service delivery	Regular liaison and consultation with unions	Ongoing	AT	Corporate Training Plan		
			Low staff morale as workforce is reduced	Staff training and support	Ongoing	AT	Service plans		
			High cost services that fail to meet customer needs, demands and expectations	Maximising partnership working to deliver better outcomes at reduced local cost	Ongoing with review annually as part of MTFS and budget process. Regular MT	MT	Budget action plans/MTFS		
				Develop					

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			<p>Poor customer satisfaction and poor council reputation</p> <p>Other partners have to reduce their own spending plans which may include joint work programmes and grant funding with MBC</p>	<p>disinvestments/efficiencies for 2016/17 and beyond</p> <p>Review MTFS once finance settlement is published.</p> <p>Review VFM of services to inform areas of priorities and savings</p> <p>Well informed public and members around priorities, cost of services and resources available</p> <p>Regularly review risk associated with partnership projects and funding</p> <p>Liaise and negotiate with LCC over proposals for partnership funding and grants received</p>	<p>discussions to assess changing position.</p> <p>Ongoing</p> <p>Two yearly</p> <p>Regular communications and engagement</p> <p>Ongoing</p> <p>Ongoing</p> <p>January 2016</p> <p>Ongoing</p>	<p>LA/DG/MT</p> <p>DG</p> <p>LA/ST/MT</p> <p>LA/DG/MT</p> <p>DG/DS</p>	<p>Financial Reports Timetable</p> <p>Performance management System</p> <p>Press Releases Members' Bulletin Community Forum Partner Meetings</p> <p>MT engagement in specific services. Principles and Plan developed.</p>		

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				<p>Regular liaison with partners in Leicestershire to understand and account for implications.</p> <p>Understand the impact of any changes introduced through the Commission on Local Government Finance</p> <p>Look to deliver savings through the waste service either through partnering or changes to service delivery. Consideration to be given to public consultation to ensure the proposals are understood within the context of the financial position.</p>	Ongoing through 2015/16 to 2016/17	JW / CAM / DG	Waste project		
3	Risk: increased number of vulnerable families and individuals resulting from the impact of	High and Critical B3 Target: D3	Greater demand on Public services Increased number of people in poverty Impact on	Development of Learning and Skills Centre, including triage process aimed at 500 vulnerable people Proactive using	Quarterly	HR/KA	Transformational Programme Service plan relating to People & Place Economic	August 2015.	AMBER

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	Welfare Reforms and long term sustainability of initiatives to tackle this		Community safety Increased health related issues Poor economic growth (employment, town centre etc)	customer insight to target advice/support Embed new structure of C&N focused around early prevention and early intervention. Promote assistive /support i.e. Discharging Housing Payment through multi channels to support vulnerable cases Market/promote through a variety of channels support and assistance available for families/individuals affected by Welfare Reform. Proactive focus on employment, skills and reliance on worklessness has been adopted including extensive support and training for individuals. Supporting			Development Strategy action Plan Melton Children Centre Ofsted Improvement programme/Plan		

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				<p>Leicestershire Families (SLF) programme to work with targeted vulnerable families and a range of issues designed to turnaround lives and live sustainable independent living.</p> <p>The introduction of the Me and My learning project/centre has created opportunities to tackle issues around reliance on worklessness benefit income due to poor/little skills and training. This is also working with vulnerable individuals and families on a number of other related issues around Housing, health etc.</p> <p>Business partner appointed to address longer term sustainability issues for Me and My Learning</p>					

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				<p>2nd year funding secured for Me and MY learning and progressing well with future years application.</p> <p>Permanent manager of the service appointment, evaluation report on year 1 has shown major positive impact in this area.</p> <p>Welfare symposium group established and have met, with actions agreed to progress /understand the issues following recent govt announcements of Welfare Reforms.</p>					
4	Risk: Challenge of cultural issues which could undermine our ability to transform the Council and deliver	High and Critical B3 Target D2	Inefficient use of resources Sub optimal customer service and performance outcomes	Using SOCITM report "Better with less" published in December 2013 as a basis for getting leadership around digital at all levels within the organisation	Starting March 2014	KA	Structured questions for management team to address leading to detailed action plan – in progress of development	August 2015.	AMBER

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	required savings. Savings will be dependent on achieving right quality work within timelines.		Potential to undermine approach to transformation Achievement of improved services and savings put at risk.	Changes to management structures in customer services. Cultural orientated support processes with staff to facilitate change processes. Engagement of staff in transformation programme with ongoing communication through initiatives such as Chief Executives Briefing. Developing understanding of impact of Channel Shift, Digital First and co-ordinated process design. Additional Business Partner capacity brought in in key area of revenues and benefits. Me and My Learning successfully extends the	Completed. Resource available to March 2015 at present Commenced April 2015.	AT	Staff are driving service changes, including on-line offer, but with challenge built in Programme of support, guidance and training to further embed and extend the Melton Method and ethos. M&ML successful with PSTCA funding to extend concept to BDC as BEAT. M&ML ethos extended to a	August 2015.	

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				<p>ethos of the Melton Method and the developing learning around triage; demand management and organisational capacity.</p> <p>Roll out of Melton Extending to Excellence (ME2E).</p> <p>Programme for Managers designed by Oct 2014 with roll out commenced through 360° Appraisals.</p> <p>Corporate Issues identified Nov-Dec 2015.</p> <p>Staff Support Programme developed Nov-Dec 2015. Action co-ordinated. Oct-Nov 2015.</p>	<p>Progress being made. Bid submitted August 2015.</p> <p>18/24 month programme from March 2015.</p> <p>Programme design to include: *Melton Manager traits and competencies.</p> <p>*360° Appraisal.</p> <p>*Skills matrix for project design.</p> <p>*Roll out of coaching. June-Sept</p>	LA	<p>Countywide plus City Bid under T09 Holistic Social Inclusion. Alternative Delivery Mechanisms for M&ML or Melton in planning stage should Bid be unsuccessful.</p>		<p>Launch Feb/Mar 2015 successfully completed.</p> <p>MT/T3 design of management programme in hand</p> <p>Use of Melton Model; who stole the cheese, Corp Messenger colleague articles as organisational cultural 'wedges'</p>

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					2015. *Cross Council self assessments on ME2E areas of focus. July-Sept 2015.				Self assessments.