

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 Delivering the Local plan</p> <p>Reduced ability to control development;</p> <p>Securing key infrastructure</p> <p>Financial – cost of dealing with speculative applications</p>	<p>High and Critical B3 Target D2</p>	<p>Reputational Risk, following withdrawal of LDF Core Strategy; ability to secure the LP if opposition is widespread</p> <p>Physical and economic consequences: development resulting in schemes occurring in undesirable locations; inability to secure infrastructure/contributions; constraining the growth and diversification of the local economy; jobs and skills enhancement</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. Deep engagement and strong communication to respond to challenges and criticism.</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 infrastructure) are secured. Use of evidence base to enhance ability to secure contributions.</p> <p>Work with Members to</p>	<p>Monthly (to Programme Board)</p> <p>Submission version of Plan to reflect significant changes addressing the challenges arising from consultation and Preferred Option stage.</p> <p>Ongoing – applications approved to date have provided wide portfolio of contributions.</p> <p>Approaches refined in view of changes to CIL Regs in April 2015</p>	Regulatory Services	Regulatory Services Service Plan	March 2016	AMBER

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	<p>and resultant appeals.</p> <p>Organisational - combination of requirements to produce the LP together with speculative large scale and controversial applications exceeding the capacity of existing resources.</p>		<p>Increased delay and greater likelihood of appeals.</p>	<p>engender understanding of the 'growth agenda' and needs of the local economy, to reduce the propensity of refusals and appeals.</p> <p>Increased fee income accompanying larger applications facilitate relevant specialist services</p> <p>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.</p>	<p>In hand and on-going.</p> <p>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.</p>				

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2	Risk: Risk of achieving a balanced budget as a result of government funding cuts without resulting in significant cuts in service provision	Very High and Critical A3 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	March 2016	AMBER
			Savings having to be made that impact on service delivery	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			
			Low staff morale as workforce is reduced	Regular liaison and consultation with unions	Ongoing	ARo	Corporate Training Plan		
			High cost services that fail to meet customer needs, demands and expectations	Staff training and support	Ongoing	ARo	Service plans		
				Maximising partnership working to deliver better outcomes at reduced local cost	Ongoing with review annually as part of MTFS and budget process. Regular MT discussions to	MT	Budget action plans/MTFS		
						LA/DG/MT	July 2016 PFA		

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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>A one council 3 year plan linking into the council's efficiency statement</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>assess changing position.</p> <p>Ongoing</p> <p>Two yearly</p> <p>Regular communications and engagement</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</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 localisation of business rates.</p> <p>Look to deliver savings through the waste service either through partnering or changes to service delivery. Considerations to be given to public consultation to ensure the proposals are understood within the context of the financial position.</p>	Ongoing through 2016/17	JW / CAM / DG	Waste project		
3	Risk: increased number of vulnerable	Significant and Critical C3	Greater demand on Public services Increased number	Development of Learning and Skills Centre, including	Quarterly	HR/KA	Transformational Programme Service plan	August 2016	AMBER

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	families and individuals resulting from the impact of Welfare Reforms and long term sustainability of initiatives to tackle this	Target: D3	of people in poverty Impact on Community safety Increased health related issues Poor economic growth (employment, town centre etc)	triage process aimed at 500 vulnerable people Proactive using 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			relating to People & Place Economic Development Strategy action Plan Melton Children Centre Ofsted Improvement programme/Plan		

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				<p>worklessness has been adopted including extensive support and training for individuals. Supporting 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</p>					

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				<p>appointed to address longer term sustainability issues for Me and My Learning</p> <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> <p>Council has approved a 1 year funding model to continue with MML</p>					

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				<p>for 2016/17. A review is underway to develop a longer term solution, with initial report back to members in September 2016. LWF has been topped from HRA which is being used to help vulnerable families/individuals. Recent SLF report shows a high number of families/individuals being supported in the borough. The recent Government announcement on HB capping has impacted the Housing Foyer project and has some impact on MBC tenants.</p> <p>Current forecast shows sustainability of core MML services for 2017/18 subject to members' approval at CSA (Sep).</p> <p>Housing Partners project has provided detailed insight on</p>					

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				tenants and allows for proactive action to tackle financial distress.					
4	Risk: Challenge of cultural issues which could undermine our ability to transform the Council and deliver required savings. Savings will be dependent on achieving right quality work within timelines. Culture change also required to achieve savings over next 3 years. Commercial culture to achieve income.	High and Critical B3 Target D2	Inefficient use of resources Sub optimal customer service and performance outcomes Potential to undermine approach to transformation Achievement of improved services and savings put at risk.	Transformation Programme corporately owned. Weekly meetings attended by Strategic Director 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	From 2014 Completed.	KA ARo	Structured questions for management team to address leading to detailed action plan – in progress of development 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.	August 2016. April 16	AMBER

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				<p>as Chief Executives Briefing. Development Programme for staff. Develop staff skills. Create a resource for project work. 10 staff applied for this initiative.</p> <p>Developing understanding of impact of Channel Shift, Digital First and co-ordinated process design. First major process reviews completed by cross council teams – good outcomes</p> <p>Me and My Learning successfully extends the ethos of the Melton Method and the developing learning around triage; demand management and organisational capacity.</p>	<p>April 16 commences</p> <p>Digital workshops have been held to promote digital first.</p> <p>November 2015.</p> <p>Commenced April 2015. Progress being made. Bid submitted August 2015.</p>	<p>ARo/SOC</p> <p>ARo/SOC</p> <p>LA</p>	<p>M&ML successful with PSTCA funding to extend concept to BDC as BEAT. M&ML ethos extended to a Countywide plus City Bid under T09 Holistic Social Inclusion. Alternative Delivery Mechanisms for</p>	<p>April 2016</p> <p>Aug 2016</p>	

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				<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-ordinat</p> <p>The action Plan following the self-assessment in C&N will help in addressing the Capacity/Culture and capabilities within</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 2015. Coaching circles set up and taking place.</p>		<p>M&ML or Melton in planning stage should Bid be unsuccessful.</p>	<p>April 2016</p> <p>April 16</p> <p>April 16</p> <p>April 16</p>	<p>Launch Feb/Mar 2015 successfully completed. ME2E Action plans completed by services and further corporate issues identified. April 16 T3.</p> <p>MT/T3 design of management programme in hand 360 appraisals in final stages with CMT</p> <p>Use of Melton Model; who stole the</p>

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				the service. Some of these are bespoke to C&N based on the self-assessment, some have been lifted into corporate training needs.	*Cross Council self assessments on ME2E areas of focus. July-Sept 2015.				cheese, Corp Messenger colleague articles as organisational cultural 'wedges' Self assessments. Coaching circles in place.