

APPENDIX A : CORPORATE RISK REGISTER RISK NO	DESCRIPTION	RANKING	CONSEQUENCES	COUNTER MEASURES	TIMELINE	OWNER	ACTION PLAN CROSS REFERENCE	DATE UPDATED	CURRENT STATUS
1.	<p><b>Risk: Melton Local Plan –</b> Delivering growth and sustainable development Delivering the Local plan</p> <p>Reduced ability to facilitate development in the optimum locations</p> <p>Securing key infrastructure</p> <p>Ability to secure the LP if opposition is widespread.</p> <p>Rejection of LP at Examination</p>	<p><b>High and Critical B3</b></p> <p><b>Target D2</b></p>	<p>Reputational Risk, following withdrawal of LDF Core Strategy;</p> <p>Impact of Central Gov. intervention is not submitted by April 2017 deadline</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>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. High quality legal advice procured and additional resources allocated.</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>Monthly reporting (to Programme Board). Timetable developed to facilitate submission for Examination in March 2017.</p> <p>Pre Submission version of the LP maintained the overall strategy and approach to delivery, including infrastructure. Work underway to develop delivery 'credentials' and other</p>	Regulatory Services	Local Plan  (Addendum of Focussed Changes consultation)	July 2017	<b>AMBER</b>

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	<p>Financial – (i) cost of dealing with speculative applications and resultant appeals. (ii) risk of evidence base and LP production exceeding budget provision (iii) threat to new homes bonus if not submitted</p> <p>Organisational - combination of requirements to produce LP together with speculative large scale</p>		<p>Financial: impact on Business Rate and Council Tax incomes; inability to implement CIL,</p> <p>Increased delay and greater likelihood of appeals.</p>	<p>Work with Members to engender understanding of the 'growth agenda' and needs of the local economy, to reduce the propensity of refusals and appeals.</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</p>	<p>aspects to improve prospect of a successful Examination.</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> <p>Staffing establishment developed complete and Lead Planning Officer' in post addressing more directly</p>				

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	and controversial applications exceeding the capacity of existing resources.			arising from applications and development of the LP evidence base.	the current agenda.				
2.	<b>Risk:</b> Risk of achieving a balanced budget as a result of government funding cuts and non-achievement of the efficiency plan, and growth estimates without resulting in significant cuts in service provision	<b>High and Critical B3</b>  <b>Target C3</b>	Inability to meet corporate objectives          Savings having to be made that impact on service delivery	Transformation programme aimed at making the Council more productive and at the same time more in line with customer demands. Regular monitoring through the business transformation and efficiency board  Understand demand in order to reduce/remove this where possible and where this remains meet this in a more efficient and effective way	Balance of £61k 2017/18       Ongoing	KA/SJOC       KA/MT	Included in the Efficiency Stream of the Efficiency programme	June 2017	<b>AMBER</b>

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			Low staff morale as workforce is reduced	Regular liaison and consultation with unions	Ongoing	AR/SJOC	Corporate Training Plan		
				Staff training and support	Ongoing	AR/SJOC			
			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 discussions to assess changing position.	MT			
				A one council 3 year plan linking into the council's efficiency statement		EDC/DG/H R/MT	One council Delivery Plan		
			Other partners have to reduce their own spending plans which may include joint work programmes and grant funding with MBC	Review MTFS once finance settlement is published.	Ongoing	DG	Budget action plans/MTFS Financial Reports Timetable		
				Review VFM of services to inform areas of priorities and savings	Two yearly last updated 2016	EDC/ST/M T	Performance management System		

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			Poor customer satisfaction and poor council reputation	<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>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>Regular communications and engagement</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing through 2017/18</p>	<p>EDC / DG / MT</p> <p>MT</p>	<p>Press Releases</p> <p>Members' Bulletin</p> <p>Community Forum Partner Meetings</p>		

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				<p>Look to deliver savings through the waste service either through partnering or changes to service delivery.</p> <p>Considerations to be given to public consultation to ensure the proposals are understood within the context of the financial position.</p> <p>Delivery of the Efficiency Plan, regular monitoring by MT and the Transformation and Efficiency Board</p> <p>Development of the business contraction stream of the efficiency plan</p> <p>Sustainability of community projects/initiatives through the use of the Melton community</p>	<p>Ongoing through 2017/18</p> <p>2017/18</p> <p>Ongoing through 2017/18</p>	<p>JW / VC / DG</p> <p>MT</p> <p>JW</p> <p>HR</p>	<p>Waste project</p> <p>Efficiency Plan</p>		

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				Lottery					
3.	Rollout and Impact of Welfare reforms (UC) increases issues for vulnerable people and impacts of key revenue streams i.e. rent.	<b>Significant and Critical C3</b>  <b>Target: D3</b>	Greater demand on Public services  Increased number of people in poverty  Impact on Community safety  Increased health related issues  Poor economic growth (employment, town centre etc)	Development of Learning and Skills Centre, including 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.	Quarterly	HR/KA	Transformational Programme  Service plan relating to People & Place  Economic Development Strategy action Plan  Melton Children Centre Ofsted Improvement programme/Plan	June 2017	<b>AMBER / GREEN</b>

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				<p>Promote assistive /support i.e. Discharging Housing Payment through multi channels to support vulnerable cases</p> <p>Market/promote through a variety of channels support and assistance available for families/individuals affected by Welfare Reform.</p> <p>Proactive focus on employment, skills and reliance on worklessness has been adopted including extensive support and training for individuals.</p> <p>Supporting Leicestershire Families (SLF) programme to work with targeted vulnerable families and a range of issues</p>					



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				<p>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> <p>2<sup>nd</sup> year funding secured for Me and MY learning and</p>					

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				<p>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 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</p>					

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				<p>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 tenants and allows for proactive action to tackle financial distress.</p> <p>Further Update Feb</p>					

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				<p>2017:HRA has directly injected £80,000 into the MML service for 2017/18 to identify, target and mitigate risk.</p> <p>A new C&amp;N senior officer proposal includes capturing outcomes to ensure they are delivered.</p> <p>Wherever possible tenants are encouraged to sign up to the 'direct payment. Forms to receive direct payments.</p> <p><b>June 2017 update:</b> Snr Housing Officer is in post assessing collection figures and process for effective UC delivery.</p> <p>Annual MML report is being developed which will pick up outcomes delivered during 2016/17 to mitigate</p>					

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				welfare reform impact and build financial sustainability.					
4.	<p><b>Risk:</b> 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.</p>	<p><b>Significant and Critical C3</b></p> <p><b>Target D2</b></p>	<p>Inefficient use of resources</p> <p>Sub optimal customer service and performance outcomes</p> <p>Potential to undermine approach to transformation</p> <p>Achievement of improved services and savings put at risk.</p>	<p>Transformation Programme corporately owned.</p> <p>Changes to management structures in customer services.</p> <p>Cultural orientated support processes with staff to facilitate change processes.</p> <p>Engagement of staff in transformation programme with ongoing</p>	<p>From 2014</p> <p>Completed.</p>	<p>KA</p> <p>AR</p>	<p>Structured questions for management team to address leading to detailed action plan – in progress of development</p> <p>Staff are driving service changes, including on-line offer, but with challenge built in</p> <p>Programme of support, guidance and training to further embed and extend the Melton Method and ethos.</p>	<p>Aug 2017</p> <p><b>complete</b></p>	<p><b>AMBER</b></p>

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				<p>communication through initiatives such 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>April 16 commences</p>	AR/SOC		Jan 2017	completed
				<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>Digital workshops have been held to promote digital first.</p>	AR/SOC		Jan 2017	completed
				<p>Me and My Learning successfully extends the ethos of the Melton Method and the</p>	<p>November 2015.</p> <p>Commenced April 2015. Progress being made.</p>		<p>M&amp;ML successful with PSTCA funding to extend concept to BDC as BEAT. M&amp;ML ethos extended to a Countywide plus City Bid under T09 Holistic</p>		

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				<p>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-ordinate.</p>	<p>Bid submitted August 2015.</p> <p>18/24 month programme from March 2015. Programme design to include: *Melton Manager traits and competencies. *360° Appraisal. *Skills matrix for project design. *Roll out of coaching.</p> <p>Coaching circles set up</p>	LA	<p>Social Inclusion. Alternative Delivery Mechanisms for M&amp;ML or Melton in planning stage should Bid be unsuccessful.</p>	<p>April 2016</p> <p>Jan 17</p> <p>Jan 17</p>	<p><b>AMBER</b> Launch Feb/Mar 2015 successfully completed.</p> <p>360 appraisals completed and communicated (3 months behind)</p> <p>MT/T3 design of management programme in place, being run.</p> <p>Coaching circles in place</p>

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					and taking place.			Jan 17	complete. Due to gap in finalising Plans and 360° feedback approach 3 months behind.
				The action Plan following the	*Cross Council self assessments on ME2E areas of focus.			Jan 17	Use of Melton Model; who stole the cheese, Corp Messenger colleague articles as organisational cultural 'wedges'. Calls to. Action: used.  Action Plans in place and being used to move forward organisation to change.  Action Plans



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				<p>precedent of the self-assessment in C&amp;N used across the Services will help in addressing the Capacity/Culture and capabilities.</p> <p>ME2E Update across Council May/June 2017 to define and change future challenges.</p> <p>Digital Strategy Phase 1 agreed in July 2017 at PFA</p> <p>Invest to save in demand management project focussed on savings through more focussed approach.</p> <p>Work commenced on new workforce</p>	July-Sept 2015.			<p>Jan 17</p> <p>July 17</p>	<p>monitored quarterly.</p> <p>Preparations in hand.</p> <p>ME2E training plan merged with Learning and Development plan. Workforce strategy drafted for MT 31.7.17.</p>

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				strategy.  Ongoing reductions in demand evidenced. Need to re-establish benefits realisation work					