

REF	RISK TITLE & DESCRIPTION (a line break - press alt & return - must be entered after the risk title)	RISK VULNERABILITY AND CAUSE	RISK CONSEQUENCES	EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)			FURTHER ACTION REQUIRED	TARGET RISK RATING (6-12mths) (See next tab for guidance)			RISK OWNER	RISK REVIEW DATE
					LIKELI HOOD	IMPACT	RISK RATING		LIKELI HOOD	IMPACT	RISK RATING		
1	Failure to secure financial stability in the medium term	Government funding cuts. Fair funding Review and review of business rates baseline effective from 2020/21, Non achievement of the budget management strategy, Plan B required to include impact on reserves of achieving any savings plans. Insufficient growth. Partnership funding cuts. Demographics (increased demand). Cipa financial resilience concerns, MMDR funding.	Inability to achieve corporate objectives. Savings having to be made that impact service delivery. Low staff morale and high staff turnover as workforce is reduced leading to capacity issues. High cost services that fail to meet customer needs, demands and expectations. Poor customer satisfaction leading to high failure demand.	Budget Management Strategy overseen by the Budget and Commercial Strategy Board and links to projects managed by Customer and Organisational Improvement Board and Place and Regeneration Board. Regular liaison and consultation with unions. Workforce Strategy e.g. staff training and support. Maximising partnership working to deliver better outcomes at reduced local cost. Corporate delivery plan linking into the Budget Management Strategy. Regular review of MTFS. Well informed public and members around priorities, cost of services and resources available. Regularly review risk associated with partnership projects and funding. Ongoing review of any changes in government funding. Ongoing consideration to be given to public consultation to ensure the proposals are understood with the context of the financial position.	5	3	15	Plan b to be considered further at officer level including any exit costs and impact on reserves. Consider savings options identified through review of corporate delivery plan. Review of reserves to ensure sufficiency moving forward. Look at options for reducing demand e.g. prevention and demand reduction. Determining action plan for achieving the Commercial Strategy and delivering against areas prioritised. Look at CIPFA financial management code requirements once consultation closed.	3	3	9	Director for Corporate Services	Oct-19
2	Future Provision of ICT services following end of current outsourced contract	In-house solution being considered, risk that this is not affordable or cannot recruit right experience and skills. Transition from current contractor is not amicable.	Poor IT operational service leading to service issues and poor customer service, failure to invest in IT developments both strategic and operational leading to lack of service progress. Poor staff morale and frustration with IT provision. Failure of core systems such as telephony resulting in loss of service.	Use of external support and guidance to ensure service transitions and is resourced sufficiently already started with support from SOCITM, consideration of phased transition.	4	3	12	Discussions with existing supplier led by client to be informed by ICT strategic group to ensure consensus amongst partners. More regular strategic group meetings	3	3	9	Director for Corporate Services	Jul-19
3	Lack of People and Skills to deliver (Capacity and Resilience)	Failure to recruit - affordability and availability. Lack of opportunities - retention. Ineffective performance management. Poor project planning. Pace of change/diversification - skills gap. Economic and societal issues.	Failure to deliver in key areas affected and high levels of pressure and workload. Frustration from members, partners and the public.	Delivery of actions in the Workforce Strategy action plan. New corporate structure. Prioritisation exercise. embedding corporate mission, vision, priorities and values. Simplification of the governance structure through the governance review. Existing performance management framework.	4	3	12	Delivery of action plan supporting the Workforce Strategy. Review impact of actions taken. Reorientation of staff culture to support commercial ambitions	4	3	12	Director for Corporate Services	Jul-19
4	Failure to deliver inclusive growth	Businesses not attracted to the area. Not the right skills, infrastructure, technology available. Lack of available space (land assembly). Competition from other authorities. External funding/priorities (doesn't include inclusive growth)	Low skill, low wage economy. Employers leave the area. Social consequences. Reduced health and well being of citizens. Maintains a high demand on council services. Infrastructure under greater pressure/or risk of closure. Undermines the growth agenda.	Local Plan. Growth and Prosperity Plan 2018-2022. Structural realignment and increasing capacity to support. Prioritisation of growth.	5	2	10	Delivery of the various strategies and plans already on track.	5	2	10	Director for Growth and Regeneration	Sep-19
5	Failure to deliver MMDR	Funding from DFT delayed, e.g. by change in Government of Gov. Policy. Developer contributions not realised or forward funding agreement with LCC not secured. National political instability.	Undermines the growth agenda. More pressure for Housing growth in rural areas. Community cohesion. Reputational impact.	DFT has awarded funding and there is a Project for the MMDR itself. wide Political support. County, Borough and MP support. Some s106 funds (£6.7 million) already secured. Strategic Growth Plan. Alternative funding strategies., i.e HIF. Tax incremental funding to guarantee match funding. Model finalisation.	2	3	6	Ongoing delivery of the project plan. Work to be developed to reach an agreement with LCC around financial contributions	2	3	6	Assistant Director for Strategic Planning and Regulatory Services	Jun-19
6	Financial pressures undermining partnerships (Integrated working)	Reduced funding from partners. Conflicting priorities between partners.	Partners withdraw from existing projects that remain a priority for MBC leading to service reduction, increased financial pressure and resident dissatisfaction. Failure to secure new funding streams including grant funding.	Maintaining relationships with senior leaders from other organisations. Working through existing partnership structures.	5	2	10	Mapping out existing partnership relationships and identifying any vulnerabilities. Review of assets.	4	2	8	Deputy Chief Executive	Sep-19
7	Failure of a key supplier e.g. Housing Repairs, Waste and Leisure	Supplier failure. Bankrupt.	Failure to deliver service. Reputational damage. Financial costs. Capacity to deal with the implications. Legal implications.	Robust procurement. Performance Bonds. Regular monitoring of the key suppliers and contracts.	3	3	9	Finalising the procurement process for the Waste and Housing Repairs contracts. Ongoing robust monitoring of key suppliers/contracts.	2	3	6	Director for Growth and Regeneration	Jun-19
8	Failure to govern the organisation effectively	Lack of effective professional and member leadership. Capacity issues.	Failure to comply with legislation. Fraud or corruption occurs. Failure to make decisions based on robust information. Poor processes, ineffective systems. Failure to meet demand. Poor customer satisfaction. Inability to affect change/transformation. Poor Audit reports. Government intervention. Ineffective policy development and corporate planning.	Priority theme boards established. Project Management Toolkit refreshed and promoted. Establishment of Melton Leadership Team and recruitment to a number of key senior positions. Established internal communications and engagement mechanisms. LGA Peer Challenge (December 2017) and subsequent LGA Governance Review (March 2018). New Corporate Structure in place and new Director for Legal and Democratic Services created with in-house legal team. Prioritisation exercise undertaken and approval of Corporate Delivery Plan. New governance structure has been approved and will be implemented from May 2019. Fraud and corruption policy and response plan, regular training and awareness and good communication of implications of fraud and corruption. risk assessed audit plan. annual fraud risk assessment.	3	3	9	Following the decision in November 2018 to move to Executive Arrangements, preparations are now complete to implement the new arrangements. A Democratic Services team have been established which will help to embed the new governance processes. Constant monitoring will be undertaken to ensure that adequate procedures and processes are in place to ensure that the decision making processes ensure good governance.	2	3	6	Director for Legal and Democratic Services	Nov-19

