

CLT Corporate Strategic Risks

Risk	Risk Owner	Triggers	Control	Control Description	Effectiveness	Residual Risk Level	Action Plan Title	Action Plan Description	Action Date	Risk Appetite	Comments
Medium Term Financial Challenge	Don McLure	<p>Reduced levels of funding by central government and/or restrictions on the ability to raise funding locally (eg: council tax caps, business rate levy etc). Increases to such funding which are out of step with increased levels of demand.</p> <p>In-year increases in demand, above the levels expected, planned and budgeted for. Reduction in or cessation of specific grants and funding streams - eg New Homes Bonus. The Business Rates regime not rewarding growth and changes not sufficiently re-calibrating this to the advantage of MK. Compounded by continuing uncertainty of the impact of successful appeals. An unexpected event - new legislation, legal action, local emergency or contract failure which creates additional cost. Change in local political direction and priorities. Demand for services in CSC, ASC and housing outstripping predictions. Unclear potential impact of BREXIT on the wider economy, the local environment, the national agenda and public service.</p>	Cross-council embracing of the budget process	CLT act corporately to address issues Councillors recognise the severity of the situation All stakeholder participate accordingly. Deadlines are met.	Good	16	Future Working Programme	Savings achieved by smarter more productive working methods	31/12/2017	9	
			Accountability for budget delivery	Colleagues recognise and embrace their personal accountability for delivering on time, to standard and within budget and deliver their savings/income objectives. Accountability letters issued to all budget managers	Good		Procurement	Improved more cost effective procurement via the LGSS Procurement Team	31/12/2017		
			Budget Development	Deliverable proposals are generated, which are stress-tested for deliverability. Those with significant lead-in times or require a change in policy are sufficiently worked up before being subject to political scrutiny and approval.	Good						
			Budget monitoring, forecasting and reporting	Regular monitoring of revenue and capital budget forecasts is undertaken with corrective action identified and taken to mitigate overspends/underfunding/reduced income at the earliest opportunity.	Good						
			Financial Sustainability Plan	Plan sets out: Financial planning principles Finance and service planning framework Local and national planning framework Financial issues facing the Council in the short and medium term	Good						
			Council Tax increases are optimised and likewise collected.	4.95% Council Tax rise including 3% precept for Adult Social Care was the highest we could go.	Good						
			Effective Budget Process	MKC operates a robust and well understood budget process. There is wide stakeholder engagement and recognition of the situation. Work starts early in the cycle and there is an open and transparent articulation of the issues and the requirements for action. Councillor engagement is extensive with Cabinet, Scrutiny and other councillors. External partners and stakeholders are involved along the way.	Good						
		Workforce Strategy	Recruitment & Retention of high quality staff (Children's & Adult Social Care)								

ANNEX A

			Realignment/integration of services	Partnership working, integration with health trust and joint ventures.						
Organisational capacity at a time of increasing demand and declining resources	Carole Mills	<p>POTENTIAL:</p> <p>Lack of clarity or realism about long-term vision and role of Council.</p> <p>Too many objectives and inappropriate priorities.</p> <p>Stakeholders tying up organisational capacity with issues not in the Council Plan and associated hierarchy of plans.</p> <p>Funding insufficient to resource demand and associated plans.</p> <p>Inability to recruit/retain high quality colleagues.</p> <p>Overly bureaucratic and time consuming processes and procedures.</p> <p>Too internally-focused.</p> <p>Processes take priority over achieving of objectives and outcomes.</p>	1) Ensure the Council has a clearly articulated vision, which is cognisant of the complex landscape in which we operate, is well understood and underpinned by a robust system of service and team plans and individual objectives. Within that vision, design and operate an organisation that can live within its means, is focussed on the right priorities, has efficient processes and procedures and is able to continue to evolve in the changing environment in which	Understand the complex and dynamic landscape. Establish and communicate the vision and underpinning aims and objectives. Ensure clear service planning and delivery arrangements. Establish modern and efficient processes and procedures. Ensure a robust budget and financial management regime. Recognise the need for and undertake strong demand management. Work hard to attract and retain good quality staff by having appropriate remuneration packages, support and development opportunities. Ensure effective performance management.	Reasonable	16	Clear Council Plan Delivery Plan	The Council Plan is monitored and reported on quarterly and progress so far is on track - to be continued.	31/03/2018	9
							MK Futures Action Plan	The Director of Strategy and Futures post has been created to lead on this key aspect of work. Modest funding and backfilling arrangements are in place. Cabinet has agreed a report on the way forward and work is underway.	31/03/2018	
							Future Working Plan (FWP)	This programme will reconfigure civic offices to support agile working and will enable office-based and reception staff to be co-located, with councillors into one building, providing efficiencies, modernised working practices and a modern, attractive working environment supporting recruitment, retention and wellbeing.	31/12/2017	
							Customer Action Plan (CAP)	Customer Access improvements are underway, aiding channel shift to digital which is more cost effective and reduces failure demand. A new compliments, comments and complaints system is generally working well. Improvements have been made using the report It system, with some further bedding in required. Operational improvements have been made to civic offices reception and physical improvements are planned as part of FWP.	31/12/2017	
								An LGA Peer review found significant scope for modernisation and improving efficiency of our procurement and commission activities. This is being implemented within LGSS and improvements are already becoming evident.	31/12/2017	
			2) Understand and recognise our relationships with and the inter-relationships between various stakeholders (existing, potential and new), map those of optimum added value and engage in a targeted and effective way to increase our ability to be effective in the changing landscape	Mapping the current network and evaluating effectiveness, scale and scope and our role and approach. Working in partnership to consider how these can be optimised, undertaking a gap analysis and identifying what else is needed. Acting on those findings.	Reasonable					
			3) Effective change management for the extensive changes currently underway and required in the medium term.	Clarity of vision - for MK and for MKC. Clear programmes and plans flowing from that to bring about the planned change and deliver the objectives. Effective performance management and reporting regimes. Engaged colleagues, councillors and partners with the appropriate skill sets and perspective. Ruthless prioritisation and realism.	Good					
			A strategic longer term vision for MK - leading to the MK Futures 2050 report	MKC recognised the need for a new wide ranging future vision for the city and commissioned an independent report from a panel of nationally recognised experts, which was well received across the city.	Good					

			Improving internal efficiency	A number of E2E reviews have proved productive and have been captured in terms of improved customer experience, liberation of capacity and savings crystallised in the budget process. A current review of other						
Planning for cohesive growth	Duncan Sharkey	Lack of strategies leading to piecemeal growth and poor returns on investment (time or cash) Fragmented vision leading to incoherent pattern of growth delivering sub-optimal outcomes Devolution - sub-optimal deal/construct/timing. Effort of securing partnership agreement such vs. outcome/benefit Variable level of confidence in regulatory and decisions. Perception of poor support from Council Local stakeholder resistance Sub-optimal funding mechanisms Lack of political support for optimal proposals leading to lack of alignment between MK2050 and MKPlan Identification of EWX/RWR Routes delivery Central Government policy	Plan MK Process	Create a strong spatial vision supported by strategy for the area. This will identify infrastructure requirements and allow leveraging of infrastructure and funding to deliver. Will also advance the need for a new land value capture mechanism to fund infrastructure. Confidence in planning system.	Good	12	Business Engagement	Business support and confidence in overall plans for cohesive growth	31/03/2018	9
			Vision Commission = MK50 Futures Strategy	Draft MK50 Strategy evidence base Transport mobility strategy project NIC "last mile" connectivity Renaissance CMK prospectus MKDP Review Your MK Business Plan	Good					
			Devolution Deal	Work through SEMLEP to secure quality devolution package Resourcing devolution appropriately with a view about value of outcome.	Good					
			NIC Report	Manage NIC process appropriately to ensure good growth process	Reasonable					
			Economic Development Strategy	Strategy draft prepared and consulted upon	Reasonable					
			Renaissance CMK	Draft objectives being agreed. Engagement strategy Sectorial analysis	Reasonable					
			South East Midland Local Enterprise Partnership	Review delivery of SEMLEP to ensure fit for purpose Refocus SEMLEP into direct delivery						
Protecting and Caring for vulnerable people	Michael Bracey	Failure to safeguard (Adult Social Care/Children's Social Care) Failure to manage exponential demand Failure of care providers (ASC/CSC) foster carers and care homes Capacity of workforce Unplanned demand (including asylum seekers)		Development of new and innovative models of service delivery that promote sustainability	Good	12	Involvement in sector led improvement	Active engagement in LGA, ADASS and ADCS programmes	31/03/2018	8
				Effective performance reporting and management information	Good		Regularised performance reporting and analysis	Support from Corporate Core for improvements to performance analysis. Support from Service Directors for chairing regular and effective performance management forums. Utilisation of regional and national benchmarking.	31/03/2018	
				Sustained culture of openness and transparency	Good		Regular reporting and information sharing at appropriate levels	Regular briefings with the leader of the council, key councillors and the chief executive. Open channels of communication with all key partners.	31/03/2018	
				Capable and well supported workforce	Good				Investment in people	
				High quality commissioned and third sector/community services and effective market development	Good		Market development	Maintain oversight of local and national market issues (for example national living way). Investment in quality assurance programmes and robust intervention strategies.	31/03/2018	

Reliant on partnerships to deliver key outcomes		Health Service Changes still embedding at same time as significant whole system review Partners seek to implement efficiency without regard to impact on other partners Reducing capacity in community & voluntary sector		Have clear project plans for consideration scope of devolution and other potential changes to service delivery	Good	25				3	
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