

CLT Corporate Strategic Risks

16/03/2016 19:02:37

Risk		Medium Term Financial Challenge							
Likelihood	5								
	4				X				
	3			T					
	2								
	1								
			1	2	3	4	5		
		Consequence							
		Risk Owners	Tim Hannam			Current Score	16	Last Review	16/03/2016
						Target Score	9	Next Review	14/06/2016
						Previous Score	16		
		Triggers			Likelihood Factors (Vulnerability)			Potential Consequences	
		Level of funding reductions imposed by central government over Medium Term increase Demands on services increase and outstrip resources available Central Government increases legislative/service requirements on local Government Key front line services with largest budgets are unable to deliver savings Reduction in new homes bonus Redistribution of Business Rates/Additional services			Current predictions between income and expenditure of £42m between 2017/18 and 2019/20 after assumed Ctax increases of 1.95% pa. £25m gap in capital resources. 2016/17 budget has £21m of savings about a quarter of which are difficult- politically or from a deliverability perspective. Easier savings have been achieved prior to 2015/16. Demand for services in CSC, ASC and B&B is			Failure to deliver service objectives and standards Overspending services Unplanned use of reserves In year actions to balance budget causes service impacts All flexibility in service levels is squeezed Increased capital funding gap Adverse Audit comments Reduces Councillor confidence in financial governance of Council	

Actions / Controls Already in Place	Adequacy	Critical Success
Accountability for budget delivery Accountability letters issued to all budget managers	Good	Budget managers accept responsibility for budget and act to meet the budget and savings/income targets assigned to their area of responsibility
Budget Development Budget is supported by deliverable proposals, which are assessed for deliverability. Those with significant lead in times or require a change in policy are sufficiently worked up before subject to political agreement and scrutiny	Good	Councillors accept budget proposals are deliverable and agree action to implement
Budget monitoring Regular monitoring of revenue and capital budget forecasts - with corrective action taken to mitigate overspends at the earliest opportunity	Good	Budget outturns close to forecast. Demonstrable action is taken to minimise overspends and this is taken forward into the planning for the next budget round.
Corporate support for budget process CLT act corporately to address issues	Good	Continued support from CLT to act collectively to develop budget proposals which meet the financial challenge

Required Management Action / Control	Responsibility	Target Date
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Risk Path: CLT Corporate Strategic Risks/Milton Keynes Council

Risk Category: Budgets
Growth: Improve services

Risk		Organisational Capacity					Risk Owners		Current Score		Last Review		
Likelihood	5	Yellow	Orange	Red	Red	Red	Carole Mills	16		16/03/2016			
	4	Green	Yellow	Orange	X	Red		9		14/06/2016			
	3	Green	Yellow	T	Orange	Red		16					
	2	Green	Green	Yellow	Yellow	Orange		Triggers		Likelihood Factors (Vulnerability)		Potential Consequences	
	1	Green	Green	Green	Green	Yellow		Lack of clarity about long-term vision and role of Council Sub-optimal or too many objectives Stakeholders tie up organisational capacity with their own agenda Funding insufficient to resource plans Inability to recruit/retain high quality people resource Bureaucratic/time consuming processes and procedures Too focused on internal looking		Budget cuts reducing staff levels and capacity for buying in services No current defined policies for external stakeholders Limited capacity for effecting change National d.o.t for public service External services affect the Council's ability to act		Unclear aims and objectives Skill sets not available internally resulting in increase costs Project failure Low morale/high absence No clarity in the decision making process	
		1	2	3	4	5		Consequence					

Actions / Controls Already in Place	Adequacy	Critical Success
Focus on what the services will look like in the long term and design staff levels/required skills around these services	Good	
Design what roles and responsibilities are required for stakeholders	Good	
Large change agenda - a period of dualtracking	Good	

Required Management Action / Control	Responsibility	Target Date

Risk Path: CLT Corporate Strategic Risks/Milton Keynes Council

Risk Category:

Risk		Planning for cohesive growth					Risk Owners		Current Score		Last Review	
Likelihood	5	Yellow	Orange	Red	Red	Red	Duncan Sharkey	12		14/03/2016		
	4	Green	Yellow	Orange	Red	Red		9		12/06/2016		
	3	Green	Yellow	T	X	Red		12				
	2	Green	Green	Yellow	Yellow	Orange						
	1	Green	Green	Green	Green	Yellow						
		1	2	3	4	5						
		Consequence					Triggers		Likelihood Factors (Vulnerability)		Potential Consequences	
							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 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		Central Government policy Current potential for strong and clear local devolution offer Current Council long term aims and objectives Willingness of stakeholders to embrace development		Infrastructure (roads, water etc) cannot cope with the growth. Infrastructure cannot be leveraged as pattern of development doesn't support this Non sustainable development Prospective income streams not realised Devaluation of assets, lack of momentum generated from developments Loss of productivity leading to relative economic decline	

Actions / Controls Already in Place	Adequacy	Critical Success
Coherent shared Vision/Strategy - 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	Shared process and aspiration for success. Wide buy-in to Vision. Delivery of compliant Plan to timetable.
Coherent shared Vision/Strategy - Vision Commission Identification of underpinning narrative for future Place. Engagement of public and stakeholders in future planning. Confidence in future of place.	Good	Practical analysis. Quality of new vision. Buy-in from stakeholders

Required Management Action / Control	Responsibility	Target Date

<p>Devolution Deal</p> <p>Work through SEMLEP to secure quality devolution package</p> <p>Resourcing devolution appropriately with a view about value of outcome.</p>	<p>Good</p>	<p>Perception of successful, joined up governance of SEMPLEP area</p> <p>Mechanisms to secure appropriate investment in infrastructure funding</p> <p>Certainty of Government support for planning and other decisions</p>
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Risk Path: CLT Corporate Strategic Risks/Milton Keynes Council

Risk Category: Significant Partnership / Contractor
Brand Corporate
MK Growth & Development
Economy
Land, Property or Infrastructure
Statutory
Personal/Professional Reputation
Public Expectations

Risk		Protecting and Caring for vulnerable people										
Likelihood	5						Risk Owners Michael Bracey	Current Score 12	Target Score 8	Previous Score 12	Last Review 07/03/2016	Next Review 05/06/2016
	4											
	3				X							
	2				T		Triggers 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)	Likelihood Factors (Vulnerability)	Potential Consequences Death/injury to adult or child Long term abuse Significant failure in our duty of care Reputational damage Inspection failure Financial impact			
	1											
		1	2	3	4	5						
Consequence												

Actions / Controls Already in Place	Adequacy	Critical Success
Development of new and innovative models of service delivery that promote sustainability	Good	Effective and safe implementation
Effective performance reporting and management information	Good	Regular reporting
Sustained culture of openness and transparency	Good	CLT and councillor support
Capable and well supported workforce	Good	High quality supervision, CPD and reward packages
High quality commissioned and third sector/community services and effective market development	Good	Effective sector and community leadership

Required Management Action / Control	Responsibility	Target Date
Investment in people Maintained investment in staff development and innovations such as the Principal Social Worker role. Focused work to ensure appraisals are completed across the directorate. Strong support for the LSCB and SAB and opportunities for multi agency collaboration.		31/03/2017
Involvement in sector led improvement Active engagement in LGA, ADASS and ADCS programmes		31/03/2017
Market development Maintain oversight of local and national market issues (for example national living wage). Investment in quality assurance programmes and robust intervention strategies.		31/03/2017
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.		31/03/2017

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.		31/03/2017
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Risk Path: CLT Corporate Strategic Risks/Milton Keynes Council

Risk Category:
