

Risk Register	
East Midlands Councils	
Date Prepared:	March 2025
Prepared by:	EMC Management Team

Risk	Impact	likelihood	Key Controls in Place	Further Action to Be Taken	Risk Owner
1. Loss of Authorities in Membership Ashfield District Council has confirmed its intention to withdraw from membership wef 31 st March 2025. West Northants Councils submitted notice to leave membership wef 31 st March 2026.	A	1	<ul style="list-style-type: none"> Communicating the benefits of EMC membership. Understanding local pressures; both service delivery and financial. The requirement for 12 months' notice from Member authorities provides for time to try and resolve issues and any member concerns. 	<ul style="list-style-type: none"> Provision of services and wider benefits EMC has provided to each member council, building on regular senior officer discussions. Clarity on the cessation of EMC services and support upon leaving membership. Review of business plan and work programme to ensure relevance and that EMC is meeting member council priorities and needs. Agreement of transition plan to successor governance arrangements. 	Management Group Management Team

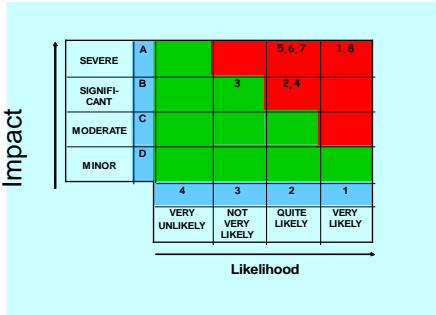
2. Lack of engagement from Members	B	2	Member engagement is part of the KPIs reported on a quarterly basis to Management Group. Group Leaders are informed of non-attendance.	<ul style="list-style-type: none"> Group Leaders' review Group nominations to Boards. EMC secretariat reminds Members of meetings and reports attendance to Group Leaders (both pre and post-meeting). 	Group Leaders Management Group
3. Lack of engagement from Staff	B	3	Regular team meeting and 1 to 1s; staff appraisals.	Full consideration and discussion of income and expenditure profiles; and their engagement in developing and rolling out the agreed work programme.	Management Team
4. Insufficient capacity and resilience (including staff and financial) to deliver work programme.	B	2	<ul style="list-style-type: none"> Management of the work programme to reflect programme delivery, policy development and sector support responsibilities. Annual KPIs to monitor progress in the delivery of the business plan. Annual staff appraisals and regular business plan planning meetings. Revised approach to delivery of work programme. 	3 month review against business plan and budget. 6 month full-review of income and expenditure against profile, targets and forecasting against pipeline projects and delivery.	Management Group Management Team
5. Inability to secure consultancy and other earned income to balance budget	A	1	<ul style="list-style-type: none"> Agreed rates and charges schedule in place for 2025/26. Monthly financial reporting and oversight. The increased use of virtual networks and events may impact upon profiled income – EMC to focus activity on gaps or added value of regional level support is needed. 	<ul style="list-style-type: none"> All opportunities will continue to be explored including 'Non-local government' markets and new income streams/services. Targeted promotion of EMC service offer. Adaptation of service offer and learning through further use of virtual networks and platforms. Rates and charges reviewed as part of 2025/26 budget setting process. 	Management Team

6. Inability to secure grant funding to balance budget.	A	2	<ul style="list-style-type: none"> ▪ External grant now represents approx. 50% of EMC's total income, thereby balancing EMC sources of income although exposing organisation to vulnerability if grant reduced (potentially for reasons outside of EMC's control). ▪ In-principle grant agreements in place up until the transition point for LGR (April 2027 onwards) 	<ul style="list-style-type: none"> ▪ All opportunities will continue to be explored, including with Midlands Connect and DfT. ▪ Regular programme management and oversight to meet requirements and demonstrate value-added. ▪ Alignment of EMC/TfEM transport and growth responsibilities to be agreed with EMCCA and GLCCA. ▪ Transition arrangements for DfT Rail Collaboration Agreement and the establishment of GBR to be confirmed. 	Management Team
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7. Loss of Strategic Migration Grants from Home Office	A	2	<ul style="list-style-type: none"> ▪ Home Office confirmed 2025/26 grant for asylum and refugee resettlement. ▪ HK(BNO) agreements for (Aug-July) 2025/26 confirmed, but amount tbc. ▪ Alignment of MHCLG HK(BNO) and Ukraine funding from March 2026 agreed, but amount tbc. ▪ Regular meetings with Home Office, at both Ministerial and senior officer level. ▪ Delivery of programme milestones and wider commitments, as per Grant Agreement. ▪ Ongoing risks to be managed for including responding to asylum and Afghan resettlement pressures and implications of Spending Review for Home Office grant. ▪ Clawback by Government Departments of unspent/uncommitted grant. 	<ul style="list-style-type: none"> ▪ Ongoing dialogue with Home Office and MHCLG to confirm grant agreements for asylum, resettlement and HK (BNO) programmes for 2026/27 onwards. ▪ Demonstrate value-added of partnership (supported by grant), including performance management of programme delivery. ▪ Specific focus on widening dispersal and pressures from implementing the Streamlined Asylum Process. ▪ Options including staffing and project management to be developed in anticipated of grant reduction 2026/27. ▪ Development and delivery of project programmes, associated activity and staffing to ensure spend profile are consistent with grant conditions. ▪ Review of programmes to ensure only grant funded activity is undertaken. 	Management Team
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8. Emerging Partnerships and local government reorganisation	B	2	<ul style="list-style-type: none"> Implications of English Devolution Bill, including the establishment of Strategic Authorities, e.g. EMCCA, GLCCA, and proposals for LGR. Working with councils in the development of proposals for revised governance arrangements post 2027. To maintain neutral position in relation to any local government restructuring proposals. 	<ul style="list-style-type: none"> Regular consideration by EMC Management Group and Executive Board for political guidance. Engagement with leaders and chief officers across the region, and Mayors. Agreement of complementarity of EMC/TfEM responsibilities with that of EMCCA, GLCCA (and other combined authorities, when established). On-going work with Government to confirm the new model for sub-national asylum and resettlement delivery arrangements post-2027. 	Management Group Management Team
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KEY



Some Extra Risk Management Action



No Extra Risk Management Action