

# Corporate Risk Register 27/01/2017

Row	Corporate Risk	Corporate Risk Owner	Proposed Action	Original Impact	Original Likelihood	Original Score	Current Impact	Current Likelihood	Current Score	Control	Risk Control Progress	Corporate Risk Manager	Corporate Risk Last Updated	Target Impact	Target Likelihood	Target Score	Target Date	Target
1	CR3 - If the council is unable to come up with long term solutions which bridge the gap in the medium term financial strategy then it will find it increasingly difficult to prepare budgets year on year without making unplanned cuts in service provision	Mark Sheldon	Development of the budget strategy to address the MTFS funding gap. Establishment of a cross party budget working group which reviewed the budget scrutiny process and considered specific aspects of the budget proposals for 2013/14. Regular meetings of Bridging the Gap (BtG) programme with Cabinet lead and ongoing dialogue with SLT on new ideas for savings.	4 - Major	5 - High	20	4 - Major	5 - High	20	Reduce	Given the implications of the Provisional Local Government Settlement, the Council is to adopt a commercial awareness which enables a self-financing strategic approach to its financial strategy.	Paul Jones	16/01/17	3 - Marginal	3 - Low	9	Ongoing	Green
2	CR33 - If the council does not keep the momentum going with regards to the JCS and move towards adoption this could result in inappropriate development.	Tim Atkins	To fully participate in JCS examination in public with objective to facilitate actions required by the Inspector as quickly as possible to enable outstanding open issues to be closed and Inspector to progress to writing recommendations report.	4 - Major	4 - Moderate	16	4 - Major	5 - High	20	Reduce	Further increase in risk following Tewkesbury decision 25/10/2016 to not accept Twigworth as part of the JCS. Risk of soundness to the plan and current position whereby Cheltenham and Gloucester have approved the main modifications to the JCS and Tewkesbury still need to make a decision. Risk that main modifications may need to be presented again to the 3 councils. November update: report to be presented to Tewkesbury Council 31 January 2017 together with amendments to main modifications presented to Cheltenham and Gloucester Councils in February.	Philip Stephenson	31/10/16	4 - Major	3 - Low	12	1/2/17	Amber
3	CR105 - If the Budget Deficit (Support) Reserve is not suitably resourced insufficient reserves will be available to cover anticipated future deficits resulting in the use of General Balances which will consequently fall below the minimum required level as recommended by the Chief Finance Officer in the Council's Medium Term Financial Strategy.	Paul Jones	Mitigation: In preparing the budget for 2016/17 and in ongoing budget monitoring, consideration will be given to the use of fortuitous windfalls and potential future under spends with a view of strengthening reserves whenever possible.	4 - Major	3 - Low	12	4 - Major	5 - High	20	Reduce	Given the provisional Local Government Settlement the Council needs to establish ways of increasing the Budget Strategy Reserve.	Paul Jones	26/10/16	3 - Marginal	3 - Low	9		Red
4	CR107 - If the governments technical consultation New Homes Bonus - Sharpening the	Paul Jones	the response to the government's consultation has been submitted and we await the outcome	5 - Critical	3 - Low	15	4 - Major	5 - High	20	Reduce	The Section 151 officer responded in January 2017 to the provisional 2017 Local Government Finance Settlement and is awaiting the outcome.	Paul Jones	16/01/17	4 - Major	3 - Low	12		Amber Red

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	Incentive, leads to a reduction for the payment period from 6 to 4 years then this could have an estimated negative financial impact of between £1.5m and £1.8m, impact on the planning process effecting the ability to approve new developments in a timely manner and impact on CBC ability to deliver core frontline services																		
5	CR75 - If capacity to deliver key projects is achieved by diverting necessary resources away from either core services or other provider commitments, then there is a risk of not being able to deliver all of the business as usual expectations including a failure to comply with internal controls that could in turn impact on our reputation and finances.	Pat Pratley	Gathering of projected resource data on the council's key programmes and projects takes place quarterly. This enables the council's Senior Leadership Team to review demands alongside the resource needs of their core services and modify plans if necessary.'	3 - Marginal	3 - Low	9	4 - Major	4 - Moderate	16	Reduce	Feedback on resource demands identified by projects will be reported to the Senior Leadership Team on 17th January. Severe resource pressures identified in Business Change, Townscape and Property teams and less severe pressures in several other teams indicate that there may be impacts upon 'business as usual'. Mitigation activities are focussed upon acquiring additional resource. Feedback also indicates that new projects and aspirations will bring further demands.	Ken Dale	12/01/2017	3 - Marginal	3 - Low	9	31/03/2017	Green	
6	CR81 - If the Council does not progress as quickly as possible to preparing the Cheltenham Plan, then the Borough will be exposed to the risk of inappropriate development.	Tracey Crews	Scrutiny Task Group set up to advise and challenge on the development of a Cheltenham Plan	3 - Marginal	4 - Moderate	12	4 - Major	4 - Moderate	16	Reduce	"Due to the Tewkesbury vote to alter the Modifications version of the JCS in the last week of October 2016, the Cheltenham Plan timetable has been delayed. The Cheltenham Plan is now ready for consultation and has been approved by Cabinet (Dec 2016). The JCS Councils will meet again in late January/ early Feb. The Cheltenham Plan consultation is awaiting authorisation for release, which should be towards the end of January/ Feb. Work on the evidence base continues"	Philip Stephenson	31/10/16	3 - Marginal	4 - Moderate	12	30/06/17	Green	
7	CR98 - If we fail to make the cremators reliable and are unable to cremate due to failure of the equipment over a sustained period of time, cremations will have to be transferred to another crematorium and may need to be	Mike Redman	Review business continuity plans and liaises with Funeral Directors and other interested parties to ensure the risk of service disruption is minimised during planned and unplanned maintenance periods. Finalise new maintenance contract. Review operational	3 - Marginal	3 - Low	9	4 - Major	4 - Moderate	16	Reduce	The tender for the servicing of crematorium plant has been finalised, with ATI having won the servicing contract. This will cover the remaining life of the cremators before the new crematorium comes into operation. The cremators have had their first service with ATI on -19.12.16. The contractor had taken the steps required to address concerns regarding smoke emissions. The situation improved somewhat, but issues with smoke continue to be	Ben Jenkins	16/01/17	3 - Marginal	3 - Low	9	01/04/17	Red	

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	suspended, resulting in lost income and reputational damage to the authority.		position in light of annual emissions testing and advice from maintenance contractor.								present. The contractor is aware and trying to work towards a solution. The rope door seal in cremator number 1 has been replaced for a third time, along with added refractory repairs which should help the issue. The situation will be closely monitored and findings recorded. Repairs needed to rectify problems with the refractory in both cremators have taken place, with substandard material previously used, removed and replaced with fit for purpose material. Both cremator doors need the emergency release system repaired with the contractor scheduled to arrive on site Monday 16th Jan 2017. The situation will be monitored and findings recorded.									
8	CR104 - If the proposed new crematorium is not delivered to the expected quality, cost and timescale, there are likely to be significant operational, financial and reputational risks for the authority.	Mike Redman	Deliver project to agreed programme of works, to budget and deadline.1. Produce PID, 2. Establish agreed procurement methodology with timescales and milestones.3. Appoint appropriate professional leads under direction of programme board. 4. Ensure that Cabinet lead, OPB, CMWG & Exec Board are kept updated on progress. 5. Undertake gateway reviews as required. 6. Develop operational BC plans for moving into the new building, including staff training and succession planning arrangements.	4 - Major	3 - Low	12	4 - Major	4 - Moderate	16	Reduce	Programme is looking to ensure that related projects and initiatives do not delay its progress and is seeking to understand the impact of archaeological and ecological risks identified in recent studies.	Ken Dale	12/01/2017	4 - Major	2 - Very Low	8	31/05/19	Green		
9	CR78 - If the Corporate and Service Business Continuity Plans do not reflect the governance structures associated with the commissioning and shared service arrangements then there is a risk that key services will be not be available in the event of an emergency or unplanned event.	Mark Sheldon	Corporate and Service Business Continuity plans should be reviewed and tested to reflect the new commissioning and shared service governance arrangements	4 - Major	3 - Low	12	4 - Major	3 - Low	12	Reduce	2020 business continuity/emergency planning project officer has an agreed a work plan which includes making the Business Continuity Plans uniform across all 4 districts by August 2017.	Bryan Parsons	07/01/17	3 - Marginal	3 - Low	9	01/08/17	Green		
10	CR108 - If the Council does not have a coherent car parking	Tim Atkins	The aims of the Car Parking Strategy are; 1.To ensure the	4 - Major	3 - Low	12	4 - Major	3 - Low	12	Reduce	'Arup' was appointed to help develop a brief for consultants to help with initial data analysis and technical	Mike Redman	16/01/17	4 - Major	2 - Very Low	8	01/04/17			

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	strategy, there are risks of increased traffic congestion, customer dissatisfaction, loss of reputation and reduced economic performance. There are several strands to mitigating this Corporate Risk each will be managed through Divisional Risk registers.		provision of adequate car parking that is delivered effectively, logically and at a competitive cost, whilst encouraging access by more sustainable transport alternatives, including walking, cycling and public transport; 2.To help manage traffic, minimise congestion and its associated environmental impacts; 3.To enhance the visitor experience and thereby help to optimise the economy of the town.																
11	CR101 - If the council is not able to progress delivery of the 2020 Vision project, then the Council will have to look for alternative ways to deliver the £1.32m savings predicted to be realised over the 10 years of the programme – proposed corporate risk	Pat Pratley	Work with elected Members and partners to progress delivery of the 2020 Vision project. The predicted end date is 30/9/2015 – when the 2020 business case will have been considered by all four councils.	5 - Critical	3 - Low	15	3 - Marginal	3 - Low	9	Reduce	Work progressing on legal processes and agreements to support the setup of the local authority company/ies. Revenues and Benefits and Customer Services withdrawn from the joint committee. s151 Officer secondment extension in place.	Pat Pratley	16/01/17	3 - Marginal	3 - Low	9			Green
12	CR12 - Closed - If members, senior managers, managers, supervisors, and employees are not aware of their obligations and responsibilities for health and safety (in relation to the public, customers, employees) and ensure that the necessary H&S arrangements are in place and adhered to, then the council could face prosecution (and/or personal injury claims) which would carry associated capacity, financial, and reputation risks.	Pat Pratley	Introduction of H&S audit process to review the effectiveness of the current management system Oct 13 - Feb 14 / Introduction of H&S managers training Jan 2014 / Introduction of H&S core training courses for relevant employees Jan 2014 / Review of current policies and procedures and implement improvements March 2014	4 - Major	3 - Low	12	4 - Major	2 - Very Low	8	Transfer	As the H&S audits are progressing without concern it is recommended that this risk is closed on the Corporate Register and transferred to the service provider to monitor through their own risk register. Any concerns, changes recommendations can be reported to the new Governance Board.	Barbara Cole	10/01/2017	4 - Major	3 - Low	12	Ongoing	Green	
13	CR109 - Closed - If we fail to support a	Mike Redman	Initiate and support effective and informed	4 - Major	3 - Low	12	4 - Major	2 - Very Low	8	Accept	Exec Board agreed in January to close this risk as the immediate issues had	Yvonne Hope	23/01/17	4 - Major	2 - Very Low	8	01/04/2017	Green	

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	streamlined transition of the Police CCTV control room to Waterwells and ensure its compatibility with a future digital imaging system, the operational and monitoring capabilities may be compromised, putting at risk CBC's reputation as a partner organisation historically responsible for the supply and maintenance of an effective public realm CCTV system.		engagement with Gloucestershire constabulary. To enable the continued effectiveness of CCTV in the Cheltenham public realm areas.								now been resolved. The transition of the CCTV control room to Waterwells was complete and provided good coverage which the Police were satisfied with. It was noted that a different risk in terms of the future of CCTV would be taken forward in the context of the budget.						