

Informal Cabinet - 17/02/2017 –Transparency Webpage

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 on-going 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	13/02/17	3 - Marginal	3 - Low	9	Ongoing	Green
2	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	13/02/2017	3 - Marginal	3 - Low	9		Red
3	CR107 - If the governments technical consultation New Homes Bonus - Sharpening the 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	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	13/02/17	4 - Major	3 - Low	12		Amber Red
4	CR75 - If capacity to deliver key projects is achieved by diverting necessary resources away from either core services or other provider	Pat Pratley	Gathering of projected resource data on the council's key programmes and projects takes place quarterly. This enables the council's Senior	3 - Marginal	3 - Low	9	4 - Major	4 - Moderate	16	Reduce	Feedback on resource demands was reported to the Senior Leadership Team on 17th January. Severe resource pressures identified in Business Change, Townscape and Property teams and less severe	Ken Dale	10/02/2017	3 - Marginal	3 - Low	9	31/03/2018	Green

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	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.		Leadership Team to review demands alongside the resource needs of their core services and modify plans if necessary.'								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.							
5	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	The 3 JCS councils approved the main modifications draft of the JCS in February 2017 consultation will begin shortly with further hearings to take place in the summer and adoption in late 2017. The Cheltenham plan went out for consultation on the 6/2/2017 and a pre-submission version will be ready by the autumn 2017	Philip Stephenson	13/02/17	3 - Marginal	4 - Moderate	12	30/06/17	Green
6	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 suspended, resulting in lost income and reputational damage to the authority.	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 position in light of annual emissions testing and advice from maintenance contractor.	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 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. Cremator 1's cremation times are exceeding that of number 2. This means the throughput of number 2 is exceeding the 5 per day recommended by the engineers. This will have an impact on the time between refractory repairs, and increases the risk of an unexpected shutdown. ATI are aware and we are waiting on a site visit for an inspection.	Ben Jenkins	07/02/17	3 - Marginal	3 - Low	9	01/04/17	Red
7	CR104 - If the proposed new crematorium is not delivered to the expected quality, cost and timescale, there are likely to be significant	Mike Redman	Deliver project to agreed programme of works, to budget and deadline.1. Produce PID, 2. Establish agreed procurement methodology with	4 - Major	3 - Low	12	4 - Major	4 - Moderate	16	Reduce	Whilst the programme is making good progress is developing plans for the new facilities and mitigating risks associated with procurement, ecology, archaeology and the impact of other projects, its overall risk profile remains	Ken Dale	10/02/2017	4 - Major	2 - Very Low	8	31/05/19	Green

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	operational, financial and reputational risks for the authority.		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.								high.								
8	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	3 - Low	12	Reduce	The 3 JCS councils approved the main modifications draft of the JCS in February 2017 consultation will begin shortly with further hearings to take place in the summer and adoption in late 2017.	Philip Stephenson	13/02/17	4 - Major	3 - Low	12			Amber
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. The next partnership meeting 23/2 will consider progress on the aligned template. The Corporate BCP is currently being reviewed by the Director of Resources and Projects to simplify the design and to make it easier to align with Service BCPs.	Bryan Parsons	07/02/17	3 - Marginal	3 - Low	9	01/08/17	Green	
10	CR108 - If the Council does not have a coherent car parking 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.	Tim Atkins	The aims of the Car Parking Strategy are; 1.To ensure the 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.	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 development of the strategy, ensuring that it aligns with other corporate strategies and the Local Transport Plan. Arup was also appointed following a further tender process to support the development of the strategy itself. 15 car parks will be monitored to gather basic occupancy data. Five car parks are being intensively monitored using automatic number plate recognition cameras to assess occupancy profiles over two periods of one week; the first took place in December during the Christmas peak and the second will be completed in February. This will give definitive information about	Mike Redman	16/01/17	4 - Major	2 - Very Low	8	01/04/17		

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												occupancy levels and capacity. An on-line survey to gather customer views about off-street car parking has been completed, with over 1,100 responses received. A financial model is being used to test variables: up to 3 x pricing regimes, number of spaces available, occupancy rates, and maintenance costs. Benchmarking is taking place to help review internal management processes and capacity. A workshop looking at scenario testing and options analysis is due to take place later this month. Currently on target for strategy document to be delivered in mid-April which will inform the subsequent report to Cabinet.									
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	2020 Joint Committee on 10 February will consider a report on company group structures and organisational design principles. Legal officers are working on the first draft of the legal agreements which will be discussed with CBC members with a target date of completing that first review by the end of February. New company name agreed as Publica. Report to go to Appointments and Remuneration Committee on 27 February to seek approval to confirm permanent appointment of s151 officer to the role with further report to Council on 27 March to formally designate.	Pat Pratley	10/02/17	3 - Marginal	3 - Low	9				Green	