

# SLT June 2017 Corporate Risk Register review

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
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 Local Government Settlement, the Council is to adopt a commercial awareness which enables a self-financing strategic approach to its financial strategy.	Paul Jones	06/06/17
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 Local Government Settlement the Council needs to establish ways of increasing the Budget Strategy Reserve.	Paul Jones	06/06/2017
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.  Closed as per SLT	Paul Jones	06/04/17
4	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	Service managers and project managers are responsible for identifying capacity shortfalls and escalating those that cannot be resolved. Currently reviewing whether any further systematic action is needed.	3 - Marginal	3 - Low	9	4 - Major	4 - Moderate	16	Reduce	SLT discussed the current method for monitoring capacity within the organisation and decided that it would be more effective if Service and Project managers managed their own capacity issues. Service and project managers to be encouraged to discuss capacity issues with their directors and sponsors and to make requests for additional resources as necessary. HoPs to manage risk.	Pat Pratley	06/06/17
5	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	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	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	Ben Jenkins	07/04/17

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	may need to be suspended, resulting in lost income and reputational damage to the authority.		new maintenance contract. Review operational position in light of annual emissions testing and advice from maintenance contractor.								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. Refractory repairs have been completed to repair the brickwork in cremator 2. Both cremators are running normally at the moment. Awaiting confirmation for service dates for both cremators from ATI.		
6	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 (complete), 2. Establish agreed procurement methodology with timescales and milestones (complete).3. Appoint appropriate professional leads under direction of programme board (complete). 4. Ensure that Cabinet lead, OPB, CMWG & Exec Board are kept updated on progress (ongoing). 5. Undertake gateway reviews as required (ongoing). 6. Develop operational BC plans for moving into the new building, including staff training and succession planning arrangements (planned).	4 - Major	3 - Low	12	4 - Major	4 - Moderate	16	Reduce	Following a Gate Review on 7 <sup>th</sup> April which assessed the level of risk across the programme, the development has moved into the next stage of detailed design. Increased level of potential change currently being experienced is being handled by the change control process and monitored by the SRO and Programme Board.	Ken Dale	31/05/17
7	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	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	Philip Stephenson	13/02/17

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			writing recommendations report.								shortly with further hearings to take place in the summer and adoption in late 2017.		
8	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	The 2020 partnership Emergency Planning officer is continuing to draft a new Business Continuity template that can be used by all partners. June review no change	Bryan Parsons	31/05/17
9	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	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. The Cheltenham plan went out for consultation on the 6/2/17 and closed on 20/3/17. The responses are currently being reviewed and a pre-submission version will be ready by the autumn 2017	Philip Stephenson	13/02/17
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	Progress reported to Car Park Member Working Group in March, report with strategy to Cabinet planned for June 2017.	Mike Redman	10/04/17
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	The legal agreements (Articles of Association and Members Agreement) have been finalised and an officer decision published on 18 May. The first Publica board meeting took place on 19 May. Work now turns to the development of the service specifications which need to be finalised and agreed before the services transfer from the Joint Committee to Publica. Specification	Pat Pratley	31/5/17

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											development is being led by Mark Sheldon with support from client officers, legal and finance..		