

November 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	Paul Jones	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 strategy which enables a self-financing strategic approach to its financial strategy.	Paul Jones	20/11/17
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	3 - Low	12	Reduce	The 2016/17 financial outturn generated significant savings which Full Council agreed to transfer to the Budget Strategy (Support) Reserve. The balance in this reserve is sufficient to deliver a balanced budget in 2018/19 without needing to drawdown on general balances.	Paul Jones	20/11/2017
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.	4 - Marginal	5 - Low	9	4 - Major	5 Moderate	20	Reduce	Risk score increased following discussion with Executive Board. Risks to delivery of key projects within P&ED in particular highlighted. As a major concern. P&ED leadership team to review project priorities and exec board discussion to take place early December. Consider escalation to members following that meeting. Additionally resources within Property Services to support the crematorium , Leisure@ redevelopment etc giving cause for concern and a meeting will be taking place to review the position.	Pat Pratley	15/11/17
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 may need to be suspended, resulting in lost income and reputational damage to the authority.	Mike Redman	Review business continuity plans and liaise with Funeral Directors and other interested parties to ensure the risk of service disruption is minimised during planned and unplanned maintenance periods. Make sure there is an adequate stock of all spare parts needed to avoid any longer than needed planned or unplanned downtime	3 - Marginal	3 - Low	9	4 - Major	4 - Moderate	16	Reduce	Recent refractory issues have now been rectified with further planned refractory works completed on October 30 th .Further issues with number 2 have caused an unplanned shutdown of	Ben Jenkins	14/11/2017

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											the cremator The situation is being managed and all issues recorded and communicated back to 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	3- Moderate	12	Reduce	Whilst substantial risks remain, initial progress on site has been good, with, so far, favourable weather and archaeological / ecological risks not materialising. The programme's approach to risk has recently been audited by the South West Audit Partnership which has offered 'substantial assurance' – the highest level of assurance possible.	Ken Dale	16/11/17
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 writing recommendations report.	4 - Major	4 - Moderate	16	4 - Major	3 - Low	12	Reduce	Inspectors report now received. Council adoption meetings schedules, with CBC being the final meeting on 11 December. This includes a requirement to commit to review the plan in relation to the topic of retail and the housing allocations of Tewkesbury and Gloucester to meet need in the longer term.	Philip Stephenson	20/11/17
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 no longer working on the Business Continuity review. CBC have not been provided with any alternative suggestions for BCP template. . Service Managers will be asked to review and update their Service BCPs	Bryan Parsons	14/11/17
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 Pre Submission Cheltenham Plan is scheduled for Council 11 December 2017. This will enable the Plan to be consulted upon in advance of submission to the Secretary of State	Philip Stephenson	14/11/17

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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 Suggest close this risk and create new one – see email to MS and PJ CR110 created.	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	(anticipated April 2018) The legal agreement including service specifications, CBC's service standards, KPI's and programme of support requirements, has been agreed with partner councils, S151 officers and one legal and is ready for formal sign in line with agreed delegated powers to the Chief Executive in consultation with key officers and members. . A meeting to discuss the documents with CBC Cabinet Lead Member and the Leader took place 19/10/17 ahead of a Publica Board meeting on 20/10/17 at which the principles were agreed and documents were informally 'signed off'.	Pat Pratley	12/10/17
CR110	If the Publica service specifications are not sufficiently flexible to accommodate the anticipated organisational transformation in the authority then there is a risk that the services will not meet the authority's needs in the future. Suggest close this risk Agreed to close risk at SLT MS to consider further	Pat Pratley	Mitigating action; Director of Corporate Resources and Projects leading on the service specification work with Publica with input from CBC client officers who work closely with service areas. Specifications will include a business partner approach which will mean that Publica staff will work closely with services to understand future requirements. CBC CX ensuring that Publica MD, Group Manager ICT, and Group Manager HR are kept up to date with CBC organisational transformation programme activities and that they are being actively engaged in the work currently being undertaken by Ignite to identify the future operating model for CBC.	5	3	15	4	3	12	Reduce	The final approved legal agreement and service specification documents included new functions including 'business partnering' and 'service transformation support' for the support services provided by Publica. This was agreed with partner councils and will facilitate the delivery of future CBC transformation programmes	Mark Sheldon	13/10/17

Closed risks

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10	CR108 - If the Council does not have a coherent car	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	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

	<p>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.</p> <p>Risk closed at Oct SLT now that the parking strategy has now been approved by Cabinet and that progress on implementation is monitored through a 'Parking Programme Board' and OPB reporting.</p>		<p>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.</p>										
11	<p>CR101 - Risk closed at Oct SLT 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</p> <p>Suggest close this risk and create new one – see email to</p>	Pat Pratley	<p>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.</p>	5 - Critical	3 - Low	15	3 - Marginal	3 - Low	9	Reduce	<p>The legal agreement including service specifications, CBC's service standards, KPI's and programme of support requirements, has been agreed with partner councils, S151 officers and one legal and is ready for formal sign in line with agreed delegated powers to the Chief Executive in consultation with key officers and members. . A meeting to discuss the documents with CBC Cabinet Lead Member and the Leader took place 19/10/17 ahead of a Publica Board meeting on 20/10/17 at which the principles were agreed and documents were informally 'signed off'.</p>	Pat Pratley	12/10/17

	MS and PJ.													
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