



# CHELTENHAM

## BOROUGH COUNCIL

### Notice of a meeting of Economy and Business Improvement Overview and Scrutiny Committee

**Monday, 19 September 2011**

**6.00 pm**

**Municipal Offices, Promenade, Cheltenham, GL50 9SA**

<b>Membership</b>	
<b>Councillors:</b>	Malcolm Stennett (Chairman), Garth Barnes, Tim Cooper, Paul Massey (Deputy Chair), Paul McLain, Lloyd Surgenor, Pat Thornton, Andrew Wall, Peter Jeffries and Jon Walklett

The Council has a substitution process and any substitutions will be announced at the meeting

### Agenda

<b>1.</b>	<b>APOLOGIES</b> Apologies were received from Councillors	
<b>2.</b>	<b>DECLARATIONS OF INTEREST</b>	
<b>3.</b>	<b>MINUTES OF THE LAST MEETING</b>	(Pages 1 - 10)
<b>4.</b>	<b>PUBLIC QUESTIONS AND PETITIONS</b> None	
<b>5.</b>	<b>MATTERS REFERRED TO COMMITTEE</b> A. By Council - None B. By Cabinet - None	
<b>6.</b>	<b>IMPROVING PARTNERSHIP STRUCTURES FOR CHELTENHAM</b> A report of the Policy and Partnerships Manager and update on the results of the consultation (30 mins)	(Pages 11 - 24)
<b>7.</b>	<b>CORPORATE RISK REGISTER</b> A report of the Director Resources (15 mins)	(Pages 25 - 38)
<b>8.</b>	<b>INFORMATION STRATEGY</b> An update report from the Director Resources (20 mins)	(Pages 39 - 46)
<b>9.</b>	<b>BRIEFING FROM CABINET MEMBERS</b>	

10.		<b>DATE OF NEXT MEETING AND FUTURE AGENDA ITEMS</b> Date of next meeting : Monday 28 November 2011	(Pages 47 - 50)

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## Economy and Business Improvement Overview and Scrutiny Committee

**Monday, 18th July, 2011  
6.00 - 7.52 pm**

<b>Attendees</b>	
<b>Councillors:</b>	Malcolm Stennett (Chairman), Garth Barnes, Tim Cooper, Paul Massey (Deputy Chair), Pat Thornton, Andrew Wall, Jon Walklett and Peter Jeffries
<b>Also in attendance:</b>	Councillor Steve Jordan, Councillor Colin Hay and Councillor Roger Whyborn
<b>Apologies:</b>	Councillor Paul McLain and Councillor Lloyd Surgenor

### Minutes

**1. APOLOGIES**

Apologies were received from Councillors McLain and Surgenor.

**2. DECLARATIONS OF INTEREST**

None.

**3. MINUTES OF THE LAST MEETING**

The minutes of the last meeting of 23 May 2011 were approved subject to Councillor Walklett being recorded as in attendance.

**4. PUBLIC QUESTIONS AND PETITIONS**

1.	<b>Questions from Mary Nelson</b>
	<p>1. Has this committee been presented with adequate numerical evidence to convince them of the economic and business justification for CBC allowing Cheltenham Festivals to undertake a massive expansion into both Imperial and Montpellier Gardens (with the unavoidable large scale and continual grass damage this will cause), rather than pursuing the other possible alternatives of</p> <p>a) continuing to hire Cheltenham's other excellent venues – the Everyman, the Parabola Arts Theatre, The Playhouse and the Centaur, or</p> <p>b) moving to a larger and more suitable site for a greatly expanded Festival Village e.g. The Racecourse?</p>

	<p><b>Response from Chair of EBI, Councillor Malcolm Stennett</b></p> <p>I am not satisfied that the information provided to date is sufficient to enable this committee to make an informed judgement as to the economic and business justification for supporting the restructuring plans proposed for Imperial and Montpellier Gardens.</p> <p>It is for this reason I have asked for this topic to be included at item 6 of the Agenda for this meeting.</p> <p>In a supplementary question, Mrs Nelson referred to paragraph 3.1 of the report for agenda item 6 and suggested that it would have been sensible for the council to do their own research on the economic aspects of the festivals but also to obtain a precise figure of how much time a greatly expanded Festival required in both Imperial and Montpellier Gardens, by drawing up a clear chart or timetable of the proposed number of days required for each festival, including the estimated erection and dismantling times, in order to see if the scale of venues and events proposed is viable in the 75 day time limit being imposed. This is especially important in the case of Montpellier Gardens, where the 75 day limit is already much reduced (to no more than 45 days) by a number of other established events which regularly take place there.</p> <p>She believed that the Jazz and Literature Festivals, being large, would not be able to erect and dismantle within the time limit of around 45 days in Montpellier Gardens, so requested the above information be provided before Cabinet approved these proposals?</p> <p>In response the chair indicated that the committee would be examining the first part of her question under agenda item 6 and would request that Cabinet be provided with any relevant information that comes up during the meeting.</p>
<p><b>2.</b></p>	<p><b>Questions from Ken Pollock</b></p>
	<p><b>1.</b></p> <p>It cannot surely be cheaper to pay for the erection and for 75 retention on site of so much additional tentage, in two parks, plus the necessary flooring and raked seating, plus the cost of re-turfing/watering, instead of simply hiring Cheltenham's available venues (already constructed and fitted out), i.e. Everyman, Playhouse and Parabola theatres, plus the Centaur.</p> <p>It has not been explained whether this claimed 'saving' depends on CF being able to corral a much larger share of the catering income from intensified on-site provision (via its subcontractor rents).</p> <p>It appears that EBI Scrutiny has still not had any success obtaining (from/via the Cabinet) a financial justification for any the above.</p> <p>The content (i.e. figures, not generalities or assurances) from the proclaimed "40 minutes presentation" to you by Councillor Whyborn needs to be printed and distributed (at least shortly) <u>before</u> your meeting,</p>

	<p>to enable constructive discussion.</p> <p><b>Do you believe CF has produced a business case explaining why the inevitable damage to Cheltenham's key Gardens <u>has</u> to be tolerated as 'unavoidable in that location' (as harm to a Listed Building would have to be justified) ?</b></p> <p><b>2.</b> Occupying most of a public park for 75 days per annum is excessive because it represents <u>35%</u> of the seven 'Summer Time' months (April to October), and the Gardens will then have their availability and attractiveness removed for <u>a further third</u> of that key summer period, due to the lawns being yellowed/recovering or dead/reseeded. (In principle, such loss of amenity should only be considered in one limited area (say 30%) of a very large public park.)</p> <p>If CF wishes to experiment with the viability of a much larger scale of operation, it should not be permitted to do so at the <u>expense</u> of an irreparable garden feature in a relatively small public park, namely the upper flower-lawn in that '<u>quarter</u>' of Imperial Gardens which is nearest to the Queen's Hotel/Promenade.</p> <p><b>Should not proper consideration still be given to excluding that 'quarter' from degradation, (as is shown to be feasible in my submitted alternative plan, with no major loss of tentage area) ?</b></p>
	<p><b>Response from Chair of EBI, Councillor Malcolm Stennett</b></p>
	<p>Question 1. As stated in my reply to the earlier question I am not satisfied that sufficient information has been given to justify the restructuring of either Imperial or Montpellier Gardens and have accordingly asked for the issue to be included at item 6 of the Agenda for this meeting.</p> <p>Question 2. This question refers to the Environmental impact of the increased usage of both Imperial and Montpellier Gardens and as such I have asked for it to be referred to the Chair of the Environment Overview and Scrutiny Committee for comment</p> <p>In a supplementary question, Mr Pollock, queried the committee's response to question 2 as there was no Environment Committee scheduled before the Cabinet meeting and when he had raised the question at the last meeting of that committee on 13 July they had ducked the issue.</p> <p>In response the chair requested officers in consultation with the Cabinet Member Sustainability, provide a written response to Mr Pollock.</p>

**5. MATTERS REFERRED TO COMMITTEE**

None.

**6. IMPERIAL AND MONTPELLIER GARDENS STRATEGY**

The chair reminded members that the committee should focus on the financial aspects of the strategy and not the environmental aspects which were the remit of another committee. He expressed his disappointment that the information provided to EBI was so much lighter than what had now been published for the Cabinet meeting on 26 July 2011. Despite the austere times, the council was about to commit £140K of public money into the redesign of Imperial and Montpellier Gardens primarily to meet the expansion needs of Cheltenham Festivals(CF). Before committing this amount of public money the committee needed to understand the value added by the investment to residents in the area and to local residents and visitors to the town who enjoy the Gardens but may have no interest in the festivals.

Another member questioned why an expectation had not been set at the start that in order to obtain funding from the council, CF would need to provide a business case. CF was an independent organisation and should be no different to any other organisation seeking funding from the council. This committee had only been given high-level figures and as such it was impossible to make a judgement and left many questions unanswered.

In response the Cabinet Member Sustainability said that he understood members wanted more information and he had done his best to provide it. He advised that the economic information supplied to the committee was no different to that in the Cabinet report. The economic business case was backed up by research carried out by the consultants on behalf of CF who had concluded that the festivals brought £5.2 million to the local economy, a large sum of money. He suggested that the committee was not trying to evaluate the value of CF but where the festivals were best accommodated. In his view it did not require a great deal of study to conclude that the best option for the economy of Cheltenham was the town centre.

The chair responded that clearly the festivals were important to the economy of the town but there was no way of verifying the figures provided by CF. It was equally important to ensure the Gardens were not compromised as they provided a year-round recreational area for local residents and enhanced the visitor experience which in itself must reflect on the local economy. The important question was the added value from the proposed £140k spend.

The Cabinet Member Sustainability responded that the majority of the £140K spend was for improving the gardens regardless of CF but he acknowledged that some of the infrastructure work would not be required. In relation to the benefits being quoted, the sum of £140K was not huge. He did not consider it was a good use of officer time or council resources to spend money on consultants to verify the figures.

The chair said that the committee had not mentioned consultants and in his view officers within the Council should have been able to provide the information.

In the discussion that followed members suggested that part of the £140K was being invested in what should be considered as public realm improvements. CF was an important part of the economy of the town and the value of initiating further work to verify the figures was questioned. A compromise solution was being suggested and perhaps this should be sufficient for the remit of this committee. Members suggested that the focus should be on putting controls in place to ensure that the gardens were reinstated following any festivals and there was the appropriate redress for the council if this was not done. The consultation had highlighted that people were very angry when the gardens were left in a poor state after a Festival. It would also be important to ensure that the redesign project was carefully managed and sound project management principles adopted.

The chair asked what assurances could be given to local residents that the council would not be picking up the costs if unforeseen damage occurred for instance due to adverse weather conditions. What would happen if the £140K allocated was insufficient to carry out all the work?

The Cabinet Member Sustainability advised that reinstatement issues were very important and were covered in the revised conditions of usage agreement between the council and CF. Under that agreement the Council would organise the reinstatement work and CF would pay the bill. He had made it clear to officers that he was expecting the work to be completed to time and budget but there was a degree of flexibility for deferring items to a later phase. There was no other funding available for the work.

The chair referred to a number of risks set out in the Cabinet report with a high score of 16 and asked for the Cabinet Member to comment on the actions being taken to mitigate these risks. He asked what would happen if the CF were so successful that they needed to expand further.

In response the Cabinet Member Sustainability, advised that he was confident that the design was right in terms of density of tents and the appropriate mitigating actions were in place to deal with any potential damage to the gardens. He was confident from the consultation that other park users would not be disadvantaged by the proposed design. He confirmed that he had made it clear to CF that there was no scope for further expansion in terms of days or space in Montpellier or Imperial Gardens. Therefore CF would have to look at other options which might include Pittville Park or Sandford Park.

The chair invited Paul Jenkins, the Finance Director CF to add any comments.

Mr Jenkins confirmed that all the commitments for any reinstatement work following the festivals was built into their budgets and CF were fully committed to repairing any damage caused and keeping to the terms of the land-use agreement. He wished to put on record that the consultant employed by CF had been fully independent and carried out a comprehensive survey of businesses at different times of the day. There was a 95 to 96% confidence figure attached to their results. CF had not steered the results in any way. The vision of CF was to be a part of Cheltenham town and the ethos of the festivals was to form a hub in the town which would generate a unique atmosphere. The increased usage of Montpellier Gardens would decrease the pressure on Imperial Gardens and this was the reason for deciding to relocate the Jazz Festival. In

response to a question about why the CF had stopped using other venues, he said that the cost of the Centaur was an issue but they would still be considering the Everyman Theatre and the Parabola Theatre where appropriate.

Asked whether there was a dispute process in place, Mr Jenkins said that CF would work together with the council to resolve any differences. The Cabinet Member Sustainability confirmed that any disputes would be resolved by negotiation and it would be an admission of defeat if it became necessary to call in lawyers.

The chair asked the Director Operations, as the officer responsible for any reparation work, whether he was satisfied that he had sufficient staff and resources to carry it out.

The Director Operations responded that yes he was confident that he had the necessary resources given that the cost of any reinstatement work would be met by Cheltenham Festivals. He highlighted to members that there would always been a delay between a festival or any event in the parks and full recovery after any reinstatement work. The decision to re-turf or re-seed any damaged area in the grass would depend on circumstances. Re-turfing was more expensive but would give a better finish and depending on the extent of the damage if re-turfing was the only option then that would be done.

**Resolved that the committee support the spend of £140K for improvements to the gardens and request that Cabinet take due note of the comments made during this meeting and that steps are taken to ensure that commitments made by Cheltenham Festivals are documented and adhered to in the future.**

### **7. ANNUAL PERFORMANCE REPORT**

The Policy and Partnerships Manager introduced the report and invited questions.

Members welcomed the improved format of the report and felt it was now pitched at the right level. Generally it demonstrated a very positive performance and gave reasons for why performance had gone up as well as down.

There was some discussion regarding visitor numbers to the Tourist Information Centre (TIC) going down and why the number of accommodation bookings made through the TIC had also decreased. A member suggested that this could be explained by more people accessing the web site for information which did not currently have an accommodation booking facility.

The Leader advised that the TIC did receive a commission from any bookings they made so this would be an issue to monitor, particularly when the TIC moved to the Art Gallery and Museum.

In response to a question regarding the delay to the St Paul's regeneration project reported in paragraph 3.1, the Leader advised that Gloucestershire Highways were notified of the need for road closures but subsequently couldn't do the work in the timescales they had previously agreed with the council.



A member asked whether the Leader could confirm that the take-up of the green waste scheme would enable the 40% target for household waste recycling to be achieved. The Leader advised that the Q1 figures were still awaited but he expected that target to be achieved.

A member commented that the absolute figures quoted for reduction in carbon emissions did not give members a view on their significance. The Policy and Partnership Manager agreed to supply more information on the figures.

A question was asked about the absence level in the Operations area and the main reason being musculoskeletal, whether the workforce profile (age) might be an issue. The Director People, Organisational Development and Change advised there were a number of factors, including the demanding physical nature of work. Around 50% of workers in that area were over 45 years of age. The absence issue was being addressed through a specific action plan currently under development.

Members requested more information on the targets for the number of apprentices on placement with the council.

The Director Organisational Development and Change advised that the council had a very positive approach to placing apprentices and this was an ongoing process as vacancies occurred. Two apprentices had decided to leave for other opportunities and for personal reasons. The "recruitment challenge" referred to a process whereby the Executive Board had challenged the need for any recruitment and this was now being operated by Directors.

In response to a question about how the number of incidents of domestic violence were collated and how the council could have an impact, the Policy and Partnership Manager advised that the police collated the figures. He acknowledged that it was not related to the core business of the council however the council were part of the Crime and Disorder partnership which focused on interventions. The indicator for repeat incidents was considered to be a test of how successful any interventions had been.

The chair thanked officers for their input and looked forward to a similar concise report at a future meeting.

### **8. ECONOMIC DEVELOPMENT UPDATE AND NEW HOMES BONUS**

The Leader introduced the report and concluded that it was his personal view that investment in events was critical to Cheltenham as a festivals town. He envisaged two rounds of bids, the first in September followed by a second in the Spring. Referring to the application guidance, he said in his view there should be flexibility on the maximum grant of £20K and queried whether one of the criteria should be to increase the number of new residents. He welcomed comments from the committee on any proposals for scrutiny of the process and membership of the panel.

The Director Built Environment advised that the application guidance had been taken from another authority and may need some amendment.

A member commented on the level of detail in the application criteria for council funding of £20K and compared this with the £140K investment in the gardens where this level of challenge had not been applied.

The Leader responded that a lot of the bids would come through council departments and therefore it was important that they went through a rigorous process.

A member asked whether the council could come under any criticism for its use of the New Homes Bonus given the government's reasons for introducing the funding set out in paragraph 3.2.

The Director Built Environment responded that the government viewed the initiative as an incentive to growth and as Cheltenham was a compact urban area any improvements were likely to benefit the whole town.

In response to a question as to whether there were any proposals to pool the New Homes Bonus across councils participating in the Joint Core Strategy, the Leader advised that the three councils would be looking at the consequences of any large developments where the infrastructure in an adjoining council could be impacted.

In response to a question about the additional amount for affordable homes under the New Homes Bonus as referred to in paragraph 3.3, officers confirmed that the amount was £350 per dwelling. This figure is in addition to the standard New Homes Bonus payment which matches Council tax for each of the six years following completion of the dwelling. There was a definition for an affordable home set out in Planning Policy Statement 3 (PPS 3) and the government was in the process of reviewing this.

**Resolved that Councillors Stennett and Cooper be nominated for the Promoting Cheltenham fund panel.**

### **9. GO PROGRAMME - SHARED SERVICE DELIVERY**

In his introduction the Cabinet Member Corporate Services, advised that members had seen most of the information in the report before. The report was going to Cabinet for some important decisions and therefore this was opportunity for members to raise any questions.

A member asked whether shared services and a single framework would still enable differences in policy to be maintained across authorities and were their cost implications of maintaining those differences.

The Cabinet Member Corporate Services explained that that it was the intention for individual authorities to retain their individuality but it made sense to standardise some policies. These included financial regulations. Officers commented on the high degree of commonality already achieved across the system but there would be differences which would be accommodated. These would ensure that each authority remained distinct employers.

The chair welcomed the programme and wished it every success.

**10. BRIEFING FROM CABINET MEMBERS**

None

**11. DATE OF NEXT MEETING AND FUTURE AGENDA ITEMS**

The date of the next meeting was 19 September 2011 and the workplan was noted.

Malcolm Stennett  
**Chairman**

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# ***Information/Discussion Paper***

## **Economy and Business Improvement Overview and Scrutiny Committee – 19th September 2011**

### **Improving Partnership Structures**

This note contains the information to keep members informed of matters relating to the work of the Committee, but where no decisions from Members are needed

#### **1. Why has this come to scrutiny?**

- 1.1** The current strategic partnership structures were agreed and implemented in 2007 to tie in with the publication of the “Our Future Our Choice” community strategy. The structure of the Cheltenham Strategic Partnership (CSP) management group supported by 6 thematic partnerships has served the borough well over the past 4 years and complemented similar county structures.
- 1.2** The demise of the local area agreement, comprehensive area assessments and the statutory obligations to produce a community strategy has given us a free-hand to re-design partnership structures that can support the commissioning and delivery of public services to meet local needs within the context of declining public sector finances.
- 1.3** With this in mind, senior officers and practitioners within the public sector and the voluntary and community sector, participated in the Partnership Improvement Programme (PIP) which met three times between March and May 2011. The sessions were facilitated by representatives from the Institute of Voluntary Action and Research as part of a programme funded by the Local Government Improvement and Development Group. The expectation was that the any new structures should address 3 key challenges:
  - Ensuring that there is greater focus/clarity around the work of the partnerships and more buy-in across partner organisations;
  - Ensuring that the new structures are simpler with less meetings so that it is more efficient for attendees and requiring less resources from CBC to support;
  - Ensuring that we are moving to joint-commissioning to meet a shared understanding of needs in Cheltenham and agreement on collective outcomes. (The CSP endorsed a borough-wide needs analysis in March 2011.)
- 1.4** As part of the final session, a draft partnership structure was proposed and was agreed by all participants. It has fewer partnerships and simplified governance arrangements; it appears to be flexible, outcomes focussed and has the potential to engage diverse groups.
- 1.5** The draft structure was endorsed for consultation purposes by Cheltenham Strategic Partnership at its meeting on 23<sup>rd</sup> June and a consultation document produced (see appendix A) to gain feedback on the proposals.

- Page 2  
Friday 2 September
- 1.6 The closing date for comments was Friday 2 September. A summary of the issues and questions raised is brought to Economy and Business Improvement O&S for discussion (appendix B).

## 2. Next Steps

- 2.1 A CSP working group is reviewing consultation responses will draft a report on the way forward that will go to the CSP meeting on 29 September. Feedback from Economy and Business Improvement O+S will be into the report that goes to the council's Cabinet meeting on Tuesday 18<sup>th</sup> October.

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### Background Papers

#### Contact Officer

Richard Gibson, Policy and Partnerships  
Manager, 01242 235354,  
richard.gibson@cheltenham.gov.uk

#### Accountability

Cllr. Steve Jordan, Leader of the Council

#### Scrutiny Function

Social and Community O&S

Economy and Business Improvement O&S

#### Attachments

**Appendix A - Improving partnership  
structures for Cheltenham – a consultation  
document**

**Appendix B - Summary of questions / issues  
raised**

## **Improving partnership structures for Cheltenham – A consultation document**

In 2011 senior officers and practitioners within the public sector and the voluntary and community sector, participated in the Partnership Improvement Programme (PIP) which met three times between March and May 2011. In sessions one and two, participants spent time discussing the strengths of partnership working in Cheltenham and areas where they would like to do further work to build on those strengths as part of a commitment to continuous improvement to meet local needs in the light of changing legislation.

### **Strengths of partnership working in Cheltenham**

Partnerships between the public and voluntary and community sectors work well, because of the enthusiasm, commitment and competencies of the individuals involved in them. These qualities among the people that get involved mean that ideas developed in cross-sector partnership meetings are taken up and implemented. Representation of the voluntary and community sector is strong and well supported and understood in the public sector. There are several strong and successful partnerships from which to learn and develop cross-sector partnership working further, for example, Inspiring Families. Participants see the current spending cuts as an opportunity to create leaner partnerships that focus on meeting local needs and can deliver value for money.

### **A draft partnership structure**

During the final PIP session, the group began looking specifically at alternative models for a new partnership structure in Cheltenham. The group discussed a number of reasons why the partnership structures need to be reviewed:

- The current partnership structures are resource intensive and more elaborate than is necessary in the new operating environment; governance can now be simplified with an emphasis on outcomes and action.
- The thematic partnerships have worked well and the individuals involved in them have a lot to offer future partnerships but the structure of partnerships could usefully change to reflect current and future priorities as set out in the Cheltenham Community Needs Analysis.

A draft structure was proposed and was agreed by all participants. It has fewer partnerships and simplified governance arrangements; it appears to be flexible, outcomes focussed and has the potential to engage diverse groups. The group identified three main issues that will need to be resolved:

- Developing a terms of reference for all parts of the new structure setting out outcomes, roles, responsibilities, accountabilities, membership and frequency of meetings.
- How will the transition be made from the existing partnership structure to the new model?
- How will the Cheltenham structure relate to county-wide partnership structures?

A draft terms of reference document has been developed and we are now seeking your views on these proposals.

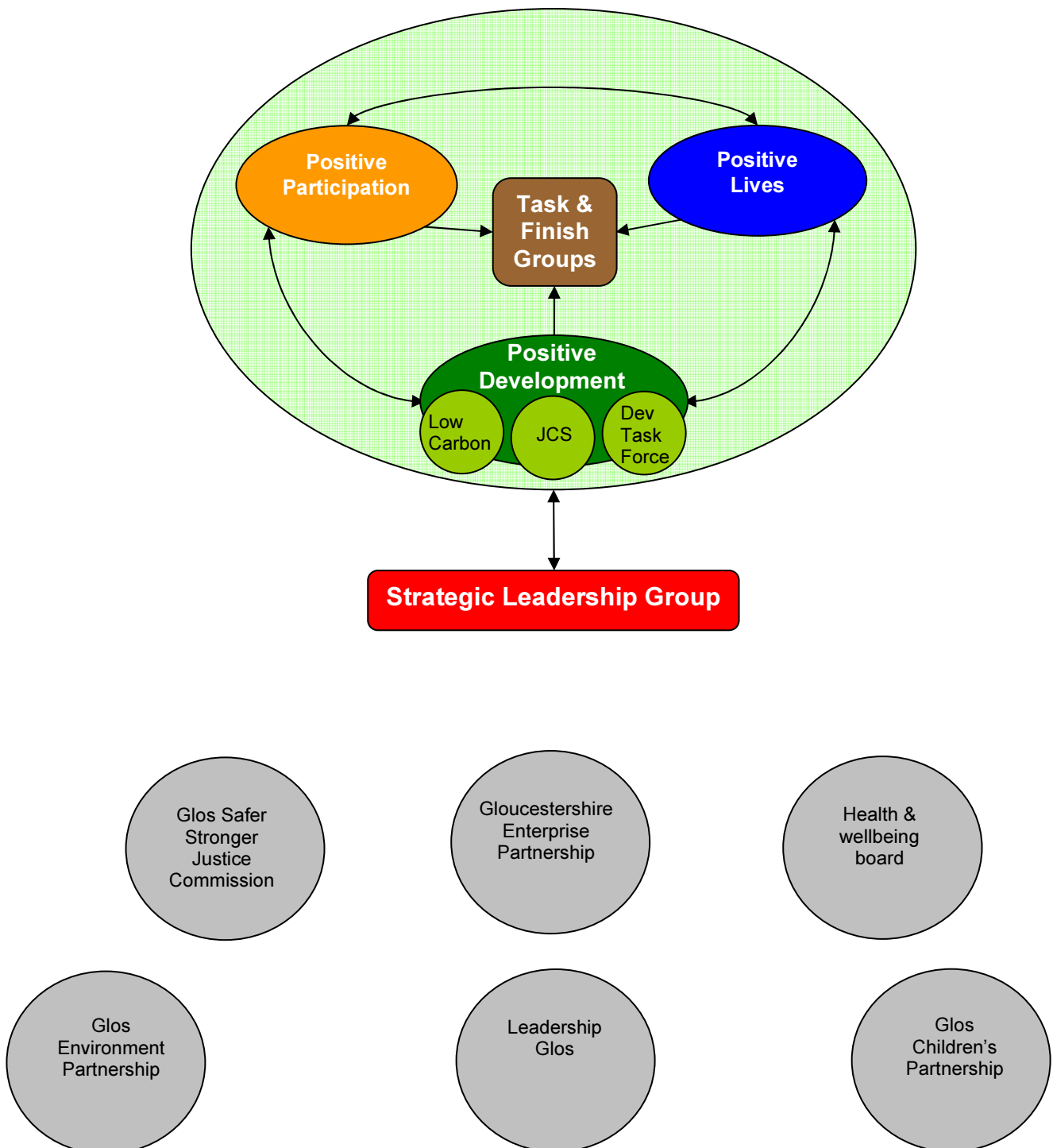
**Proposed Vision and objectives**

The proposed vision is for a simplified partnership structure that is easy to understand and keeps partners focussed on working together to meet local need, while making the best use of reduced resources.

The proposed objectives to deliver this vision are:

- To achieve well-governed and relevant partnership structures to deliver outcomes
- To develop better focused partnerships that deliver shared outcomes informed by needs analysis
- To build better, relevant engagement (not more engagement)

**A proposed structure for partnership working in Cheltenham**





## Positive Participation Partnership – proposals

### **Proposed outcomes:**

- Build stronger and resilient communities that can influence public service design and delivery
- Produce a regular needs analyses to support the Strategic Leadership Group in commissioning better public services

### **Proposed roles and responsibilities:**

This partnership will support partner's commissioning processes by bringing together those groups/agencies that have a particular remit to work with specific communities, whether these are communities with shared needs or interests, or geographic areas. The expectation would be that partnership members would:

- Ensure that there is effective coordination of consultation and engagement activities between service providers and communities across Cheltenham, identifying and plugging gaps where appropriate.
- Collate data and information from communities (and other sources to include crime and disorder stats) to ensure that their needs and priorities are used to develop regular needs analyses.
- Share data with other partners in line with agreed info sharing protocols.
- Support public bodies understand the role that their assets can play in supporting communities in light of localism bill.
- Support capacity building activities with communities so that they are stronger and more resilient
- Work with service providers and communities to identify opportunities for community-owned solutions in line with the needs and outcomes framework.
- Work with service providers to ensure that there is an effective process for managing community budgets in line with government's expectations
- Ensure that communities understand constraints and limitations and why they can't always have everything they need.
- Support task and finish groups to address specific issues.

### **Proposed accountabilities:**

The partnership will report both on progress and on updates to the needs analysis to the Strategic Leadership Group on a 6-monthly basis and will report as appropriate to county partnership structures.

The partnership will also be held accountable through the democratic processes of the partner organisations, particularly through Cheltenham Borough Council and Cheltenham's voluntary sector forum.

The Positive Participation Partnership will also be accountable for commissioning small community-focused pots of funding.

### **Proposed membership:**

Membership to include representation from key areas of community work; Neighbourhood Coordination Groups, neighbourhood regeneration partnerships, Transition Towns, Tenant and resident associations, Parish Councils and agencies or individuals that could represent interest groups such as older people, children & young people, disabled people, black and minority ethnic people, sexual orientation, faith groups, etc. Membership will also include VCS representation, NHS Gloucestershire, Police, Gloucestershire County Council and Cheltenham Borough Council.

### **Proposed frequency of meetings:**

Proposed to be every 2 months.

## Positive Lives Partnership - proposals

### **Proposed outcomes:**

- Translates needs and Strategic Leadership Group (SLG) priorities into a partnership delivery framework with appropriate resources to make things happen
- Tackle SLG priorities and achieve positive outcomes for communities by commissioning specific, time-limited task to finish groups.

### **Proposed roles and responsibilities:**

The positive lives partnership is the doing group for the new structure, and brings together people who have the ability, resources and commitment to make things happen. It will drive the partnership commissioning process through its understanding of needs, resources, priorities and outcomes. It will mobilise, align and deploy all available resources to deliver priorities and look to community-based preventative solutions wherever possible together with the positive participation partnership.

It will also identify where gaps in service provision exists and how these could be addressed and bring forward new ways of working to overcome long-standing or complex problems.

### **Proposed accountabilities:**

The partnership will report to the Strategic Leadership Group on a 6-monthly basis and will report as appropriate to county partnership structures.

The partnership will also be held accountable through the democratic processes of the partner organisations, particularly through Cheltenham Borough Council and Cheltenham's voluntary sector forum.

The Positive Lives Partnership will be accountable for all partnership funding allocated by partners to support the delivery of partnership projects.

### **Proposed membership:**

VCS representation, Schools, CBC, Housing, Police, Jobcentre Plus, plus locality leads from CYPD, CACD, NHS Glos, Gloucestershire Care Services, Targeted Youth Service, 2gether Trust, Public Protection Bureau.

### **Proposed frequency of meetings:**

Proposed to be every 2 months.

## Strategic Leadership Group - proposals

### **Proposed outcomes:**

- Sets the overall vision and direction for Cheltenham and identifying the priority outcomes for partnership working
- Ensures that there are effective working relationships between all elements of the public sector and VCS and that partnership structures are focused on delivering the vision and priority outcomes
- Ensures that the public sector is moving to a better understanding of the collective resources available (staff, finance, property, expertise etc) to deliver the vision and priority outcomes

### **Proposed roles and responsibilities:**

The Strategic Leadership Group provides strategic co-ordination, ensuring linkages with their own organisational plans and priorities, plus other plans and bodies established at national, county and local level and agreeing a vision and priority outcomes for the area and gaining consensus about the way forward.

To develop and drive the effective delivery of the vision and priority outcomes through effective performance management and holding delivery partners to account.

To own the needs analysis and any associated strategic assessments.

Be responsible for monitoring/evaluating partnership work in Cheltenham.

### **Proposed accountabilities:**

The Strategic Leadership Group will be held accountable through the democratic processes of the partner organisations, particularly through Cheltenham Borough Council and Cheltenham's voluntary sector forum

### **Proposed membership:**

- Gloucestershire County Council (nominated county councillor and commissioning director)
- Cheltenham Borough Council (leader and Chief Executive)
- Gloucestershire Police (senior officer)
- Gloucestershire NHS (senior officer)
- VCS representation
- Representation from positive participation, lives and development groups.

May also include other CDRP statutory partners:

- Fire and Rescue
- Probation

### **Proposed frequency of meetings:**

Proposed to be every 6 months – though could adopt a core and cluster model.

## Positive Development - proposals

### **Proposed outcomes:**

To ensure that there is clear link between the development and growth of Cheltenham and the aspirations and priorities of the Strategic Leadership Group.

To ensure that there is improved coordination between the key agendas of economic regeneration, climate change, health and wellbeing, travel and transport.

### **Proposed roles and responsibilities:**

To explore how best to accommodate SLG priorities within the three key programmes of work:

- Joint Core Strategy
- Cheltenham Development Task Force
- Low Carbon Partnership

For representatives of these three programmes of work to meet every 6 months to share their short, medium and longer-term plans.

For representatives of these three programmes of work to reflect the overall vision and direction for Cheltenham and the priority outcomes within their policies and work programmes.

### **Proposed accountabilities:**

The partnership will also be held accountable through the democratic processes of the partner organisations, particularly through Cheltenham Borough Council and Cheltenham's voluntary sector forum.

### **Proposed membership:**

- CBC Leader and Chief Exec (JCS role)
- Development Task Force Chair and Chief Exec
- Chair Low Carbon Partnership
- Chair Cheltenham Business and Economic Partnership
- VCS representation

### **Proposed frequency of meetings:**

Proposed to be every 6 months.

**Task and Finish groups**

**Definition of a task and finish group**

A key element of this new structure of partnership working is the ability to establish task and finish groups only as required to focus on the priorities for our communities. A working definition is as follows:

- The group has a clear remit to tackle a specific priority issue;
- The group is made up only of the right partners needed to tackle the issue;
- The group involves only the people from those partner organisations with appropriate expertise or authority;
- The group acknowledges which organisation has formal responsibility for delivery;
- The group is accountable to one of the four parts of the partnership structure;
- The group is time limited.

**Examples of current sub-groups that could be continued as task and finish groups**

<b>Sub-Group</b>	<b>current parent partnership</b>
Inspiring Families	Children and Young People
District safeguarding board	Children and Young People
Mental Health sub-group	Health and Wellbeing
Substance Action Group	Health and Wellbeing
Anti-social behaviour working group	Community Safety Partnership
Domestic Abuse & Sexual Violence Forum	Community Safety Partnership
Cruisers Working Group	Community Safety Partnership
Cheltenham Safe	Community Safety Partnership

## How will this work in practice

### Example of 'hot' issue that needs an immediate collective response

#### Burglary

- Crime and disorder stats reviewed every 2 months; burglary highlighted as a hot topic – recommendation that chair of PLP and PPP meet outside meetings to commission a task and finish group to come forward with proposals to tackle issue.
- T&F group undertake work and report back to PLP.

### Examples of medium-term issue that needs collective action at all levels to address

#### Child poverty

- Data identified in the needs analysis signed off by PPP.
- Needs analysis reviewed by PLP with recommendation for action to SLG
- SLG endorse needs analysis and commitment to address child poverty as a priority outcome
- PLP translate outcome into delivery framework with consideration of all available resources
- Commission task and finish group with PPP to take forward joint actions.
- T&F group undertake work and report back to PLP.

### Allocation of partnership funding

- PPP prepare needs analysis on basis of data and engagement
- Needs analysis reviewed by PLP with recommendation for action to SLG
- SLG endorse needs analysis and identification of priority outcomes
- PLP to translate outcomes into delivery framework with consideration of all available resources to include NHS, Safer Stronger, CBC, GCC and others.
- PLP sets out commissioning framework for the allocation of funding
- PLP and PPP commission a T&F group to allocate the funding against the commissioning framework.

### Note: Crime and Disorder statutory functions

The 1998 Crime and Disorder Act places a statutory duty on the six 'responsible authorities' which comprise Community Safety Partnerships (CSPs) to work with other local agencies to reduce re-offending, tackle crime and disorder including anti-social behaviour and other behaviour adversely affecting the local environment as well as the misuse of substances in their area. These duties were later added to through the Police and Justice Act (2006).

The partnership is required to involve the local community in gathering information to agree local priorities, to produce a strategy to meet those priorities and to share certain sets of depersonalised information with each other to allow patterns and trends to be tracked which help the identification of local priorities. CSPs take an evidence-based approach to identifying key local priorities for the area.

The Home Office has consulted on proposals to repeal certain statutory functions relating to how the partnerships prepare their strategies and the need for the crime and disorder overview and scrutiny committees but the requirement to work in partnership is likely to remain.

Consultation response

<b>Name</b>	
<b>Organisation</b>	
<b>Email/Tel no</b>	

<b>SECTION</b>	<b>COMMENTS</b>
<b>Vision and objectives</b>	Do you have any comments to make on the proposed vision and objectives
<b>Structure</b>	Do you have any overall comments on the structure chart
<b>Positive Participation</b>	Do you have any specific comments to make on the proposed positive participation partnership?
<b>Positive Lives</b>	Do you have any specific comments to make on the proposed positive lives partnership?
<b>Positive Development</b>	Do you have any specific comments to make on the proposed positive development partnership?
<b>Strategic Leadership Group</b>	Do you have any specific comments to make on the proposed strategic leadership group?
<b>Task and Finish Groups</b>	Do you have any comments to make on the proposal to use task and finish groups?
<b>Other</b>	Do you have any other comments

**Please return to:**

Richard Gibson  
Policy and Partnerships Manager  
Cheltenham Borough Council  
Municipal Offices  
Promenade  
Cheltenham  
Glos  
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## Improving partnership structures for Cheltenham Summary of questions / issues raised

<b>Issue/question</b>	<b>who raised</b>
will the Positive Lives Partnership commission the Positive Participation Partnership or is Positive Participation independent	Gloucestershire County Council (GCC)
how will cross-cutting issues be dealt with	GCC
should the Positive Participation Partnership be a task and finish group	GCC
Should Positive Participation just meet every 6 months or even be a virtual group?	GCC
is there a risk that Positive Participation duplicates work being undertaken by GCC research team	GCC
need to be clearer about whether Positive Lives about commissioning or operational delivery?	GCC
Is Positive Development independent of Strategic Leadership Group?	GCC
How will Positive Development add value to the work-streams of the 3 groups (Joint Core Strategy, the development task-force, Low Carbon Partnership)?	GCC
Should membership of the Strategic Leadership Group be restricted to just commissioners?	GCC
The need for partnerships to permit debate on key issues facing communities eg waste disposal, street cleaning, parking and to work with police-led neighbourhood groups to make sure that they are responding to these wider community concerns	St Philip and St. James Residents Association
Welcomed the formal role of area-based community groups / neighbourhood co-ordination groups in the new structures which gives them accountability and will help them develop	St Philip and St. James Residents Association / Stronger Communities Partnership
Need for Strategic Leadership Group to provide effective leadership be more aspirational and remove barriers and align mechanisms. There needs to be explicit wording about sharing budgets and a need to provide greater leadership on transport issues	St Philip and St. James Residents Association / Stronger Communities Partnership
The need for proper monitoring of qualitative evidence to maintain a focus on building stronger communities	Stronger Communities Partnership
Businesses need to be more clearly involved – need to keep links with Cheltenham Business Partnership; should CBP/Chamber of Commerce be on the leadership group?	Stronger Communities Partnership / Cheltenham Business Partnership
There is a debate to be had about which group at district or county level will hold the crime and disorder statutory duties. There is a possibility that Glos Safer Stronger Justice Commission could hold these duties at the county level but this may weaken the districts' contribution and local influence.  Within this there is a debate as to where the 6 statutory partners would meet. The Strategic Leadership Group will meet bi-annually which may not be frequent enough.	Cheltenham Community Safety Partnership
Raised a question about how the new structures will ensure that organisations commit resources to support better partnership working	Social and Community O+S
Welcomed the proposals as reducing the number of partnerships which will be beneficial for elected members.	Social and Community O+S
Welcomed the opportunity for the community to take the lead in driving partnership agendas through the positive participation partnership.	Social and Community O+S

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## Cheltenham Borough Council

### Economy and Business Improvement Overview and Scrutiny Committee – 19 September 2011

#### Corporate Risk Register

<b>Accountable member</b>	<b>Cabinet Member Corporate Services, Councillor Colin Hay</b>
<b>Accountable officer</b>	<b>Mark Sheldon, Director Resources</b>
<b>Accountable scrutiny committee</b>	<b>Economy and Business Improvement</b>
<b>Ward(s) affected</b>	<b>None</b>
<b>Key Decision</b>	<b>No</b>
<b>Executive summary</b>	The corporate risk register is “owned” by the senior leadership team as it is a management tool that helps managers run their business effectively, but members also need to be aware of the risks that may impact on the council and the decisions it makes. The risks within the attached register are continually updated by the senior leadership team. The attached version is as of the 7 <sup>th</sup> September 2011.
<b>Recommendations</b>	<p><b>1.1.1</b> The committee are asked to consider the register and identify any further corporate risks which they feel should be brought to the Cabinet’s attention at their meeting on the 27<sup>th</sup> September 2011..</p> <p><b>1.1.2</b> The committee are asked to consider whether the mitigating actions to manage the identified risks are appropriate and if there are other actions which they would wish to bring to the Cabinet’s attention.</p>
<b>Financial implications</b>	<p>There are a number of risks in the corporate risk register which, if not managed have the potential to expose the council to financial costs which are not provided for within existing budgets. The mitigating actions seek to control the risk of expose to these costs.</p> <p><b>Contact officer: Mark Sheldon</b>  <b>E-mail: mark.sheldon@cheltenham.gov.uk</b>  <b>Tel no: 01242 264123</b></p>
<b>Legal implications</b>	<p>The effective engagement of members in the management of corporate risk contributes to sound corporate governance and probity in corporate decision making.</p> <p><b>Contact officer: Peter Lewis</b>  <b>E-mail: peter.lewis@tewkesbury.gov.uk,</b>  <b>Tel no: 01684 272012</b></p>

<p><b>HR implications (including learning and organisational development)</b></p>	<p>There are a number of risks in the Corporate Risk Register that have HR implications (e.g. capacity, skills for commissioning, health and safety) however these are addressed through the mitigating actions.</p> <p><b>Contact officer: Amanda Attfield</b>  <b>E-mail: amanda.attfield@cheltenham.gov.uk</b>  <b>Tel no: 01242 264186</b></p>
<p><b>Key risks</b></p>	<p>If the council does not manage its risks appropriately then this can lead to ill-informed decisions.</p>
<p><b>Corporate and community plan Implications</b></p>	<p>Effective identification and management of risk helps the council make informed decisions and manage its corporate plan priorities.</p>
<p><b>Environmental and climate change implications</b></p>	<p>There are no specific environmental or climate change implications arising from the report, but the council is keen to ensure that the risks of climate change and ability to mitigate and adapt are built into service plans and risk registers.</p>

## 2. Background

- 2.1 Effective risk management is a key component of good governance arrangements and the senior leadership team review the register on a monthly basis. They consider where mitigating actions may not be progressing as planned or may not have achieved the desired outcomes or what further action needs to be taken. They also consider any new risks and identify the mitigating actions which need to be taken to manage the impact and likelihood of that risk.
- 2.2 Each division record and manage their divisional risks and those that score 16 or over are brought to the senior leadership team where they are considered for escalation to the corporate register.
- 2.3 The dashboard and the register highlight that there are currently 30 active risks on the register, 1 with a low score, 24 with a medium score and 5 with a high score. The dashboard goes on to highlight the number of risks within those categories that are either on target to *meet*, *may not meet* or *will not meet* their specific deadline for reducing or removing risks.
- 2.4 Risks that are closed or transferred by SLT are listed at the end of the register in a greyed out format. There have been 15 risks closed since the last report to E&BI in March.
- 2.5 All of these risks are continually monitored by the risk owners and collectively managed by SLT on monthly basis.

## 3. Exceptions

- 3.1 This section of the report provides information on new risks and those that are scored at medium or high which may or will not meet their deadlines i.e. those that are highlighted within the register as Amber or Red, the reasons for this and what is being done to mitigate the risk.

## 3.2

**Table 1: New risks since the last report**

Risk number	Risk
CR57	North Place & Portland Street process may be compromised by misunderstanding of the proposal or legal framework (OJEU) within which proposal has been developed
CR58	If the Waste Project does not include impact assessments to the residual (client side) organisation then customer service and reputation could be put at risk
CR59	if the council does not fully understand and plan for the impacts of new housing legislation and welfare reforms and their interdependencies then there is a risk to communities and to the MTFS.
CR60	If the required data for GO process projects (including Interface data) is not made available in required timescale then project delivery date could be delayed. Opened and closed (transferred to programme risk register)
CR61	If the demands on GO Project Management Office (PMO) exceed capacity due to unforeseen issues such as the Waste Project and a number of current challenges then the project delivery dates could be put at risk. Opened and closed (transferred to programme risk register)
C62	If the business plan for the new service fails to be delivered this will impact on HLF bid and MTFS.

**Table 2: Risks that have been either closed or transferred since the last report**

CR1	If the council does not implement the recommendations and action plan arising from the public interest report and working group report and put in place preventative measures based on lessons learnt then there is a potential local and national reputation risk and potential adverse audit assessment. Closed following report to Audit Committee 23rd March 2011
CR2	If councillors and officers do not "draw a line" under the review and move forward as recommended by both the judge and KPMG there is a reputation risk, as well as a risk that further resource both financially and time could be incurred Closed following Audit Committee March 2011
CR8	If the council does not manage its ambitious change management programme effectively it will put pressure onto employee resources and may impact on the delivery of services Closed as per SLT as covered within CR41
CR10	If the council is unable to approve long term solutions for its waste and recycling services then costs will continue to increase and the council will fail to meet its strategic environmental targets Closed SLT 21st June 2011

CR22	<p>Art Gallery &amp; Museum. If the AG&amp;M Development Scheme is not effectively project managed there is a risk of the scheme failing to be delivered within the capital budget.</p> <p>It is also vital that the longer term revenue implications relating to maintenance and running costs are recognised within the business plan and subject to appropriate consideration within the MTFS.</p> <p>Closed SLT 16<sup>th</sup> August 2011</p>
CR26	<p>Airport</p> <p>If the airport project cannot be delivered within the parameters, (including borrowing limits) approved by Cheltenham and Gloucester city councils, the future viability of the airport and improved returns to shareholders could be jeopardised.</p> <p>Closed as per SLT 1<sup>st</sup> March</p>
CR32	<p>If the council is unable to realise the capital value of some of its assets it will be unable to progress the civic pride proposals</p> <p>Closed and combined with risk CR45</p>
CR34 a	<p>If the council does not have robust testing of its business continuity plans then there is a risk that they may not be effective</p> <p>Closed and new risk created CR34b</p>
CR 37	<p>If there is national strike action as a result of the recent TUC motion to protest against the trajectory of government budget reductions, service delivery is likely to be disrupted</p> <p>Closed as per SLT 16th June</p>
CR39	<p>Requirement to fund projected overspend from General Balances would result in General Balances falling below the minimum range of £1.5m to £2m set by the Chief Finance Officer.</p> <p>Closed SLT 21st June 2011</p>
CR49	<p>If County LEP does not progress then it may damage the ability of the Task force to deliver wider vision through inability to access potential funding and technical resources</p> <p>Closed SLT 16th August 2011</p>
CR50	<p>if there is not sufficient time for detailed review and approval of the Solution Design Documents (SDDs) for the GO Programme (Agresso system), and preparation for that review within required timescales, then the eventual solution design may not be robust.</p> <p>Closed SLT 21<sup>st</sup> June 2011</p>
CR51	<p>Airport Project</p> <p>If the airport project cannot be delivered within the business plan parameters, (including borrowing limits) approved by Cheltenham and Gloucester city councils, then the borrowing costs may fall on the councils</p> <p>Closed SLT 21<sup>st</sup> June 2011</p>
CR60	<p>If the required data for GO process projects (including Interface data) is not made available in required timescale then project delivery date could be delayed. (transferred to programme risk register)</p>
CR61	<p>If the demands on GO Project Management Office (PMO) exceed capacity due to unforeseen issues such as the Waste Project and a number of current challenges then the project delivery dates could be put at risk. (transferred to programme risk register)</p>

**Table 3: Risks that may or will not meet their original deadline for mitigating the risk**

Risk number	Risk	Risk score
CR20	If knowledge and skills about commissioning are not developed within the organization, there is a risk that services will not be commissioned or delivered	12

	in the right way which may impact on flexibility and/or costs.	
CR34 b	If the council does not have robust testing of its business continuity plans then there is a risk that they may not be effective	16
CR52	If the Waste Project between some of the GO partners has significant effects on the GO programme from both a Governance and operational perspective, delivery of the GO Programme may be adversely impacted.	8

#### 4. Reasons for recommendations

- 4.1 The committee need to be satisfied that the council is taking appropriate action to mitigate its risks and reduce either the likelihood or impact of such risks on the council's ability to deliver on its outcomes and objectives.

#### 5. Alternative options considered

- 5.1 No alternative options have been considered. It was agreed by both the Cabinet and E&BI those corporate risks should be reported quarterly for consideration by members.

#### 6. Consultation and feedback

- 6.1 No consultation has been undertaken.

#### 7. Performance management –monitoring and review

- 7.1 Cabinet leads discuss risks with their respective directors at one to one meetings. The senior leadership team consider the risk register on a monthly basis, and challenge how risks are being managed and monitored.

<b>Report author</b>	<b>Contact officer: Bryan Parsons, Policy Officer - Governance</b> <b>Tel; 01242 264189</b> <b>Email;</b>
<b>Appendices</b>	1. Corporate Risk – 'Dashboard' 2. Corporate risk register
<b>Background information</b>	

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# Cheltenham Borough Council Corporate Risk Register Dashboard 2010 - 2011

07/09/11 14:19

Risk scores updated following SLT monitoring meeting												
Risks scoring	December	January	February	March	May	June	July	August	September	October	November	December
< than 7	10	10	10	3	2	2	0	1	1			
> than 10 but < 16	14	14	10	16	24	30	26	24	24			
> than 15 but < 25	8	8	9	9	9	5	5	5	5			
Total number of open risks	32	32	29	28	35	37	31	30	30	0	0	0
Number of risks closed by SLT since 01/01/2011			5	6	11	13	19	21	21			
Total number of risks on register	32	32	34	34	46	50	50	51	51	0	0	0

<p>Dec. risks by score.</p>	<p>Jan. risks by score.</p>	<p>Feb. risks by score.</p>	<p>Mar. risks by score.</p>	<p>May. risks by score.</p>	<p>June risks by score.</p>
<p>July risks by score.</p>	<p>August risks by score.</p>	<p>Sept. risks by score.</p>	<p>risks by score.</p>	<p>risks by score.</p>	<p>risks by score.</p>

Deadlines updated following monthly SLT monitoring meeting												
by score	February	March	May	June	July	August	September	October	November	December	January	February
<b>Low Risks</b>												
< than 7 on deadline	8	3	2	2	0	1	1					
< than 7 may not meet deadline	2	0	0	0	0	0	0					
< than 7 will not meet deadline	0	0	0	0	0	0	0					
<b>Medium risks</b>												
> than 10 but < 16 will meet deadline	8	12	18	26	22	21	20					
> than 10 but < 16 may not meet deadline	2	4	6	4	4	3	4					
> than 10 but < 16 will not meet deadline	0	0	0	0	0	0	0					
<b>High risks</b>												
> than 15 but < 25 will meet deadline.	7	7	6	5	5	5	5					
< than 15 may not meet deadline	2	2	3	0	0	0	0					
> than 15 but < 25 will not meet deadline.	0	0	0	0	0	0	0					
<b>Total number with deadline indicator</b>	29	28	35	37	31	30	30	0	0	0	0	0

Cheltenham Borough Council Risk Register August SLT Version 4 as at... 07/09/11 14:19			Risk score Impact and likelihood			Managing risk			Mitigating action taken		Date of current update		
row number	Risk Ref.	Risk description	Risk owner	Date raised	Impact	Score		Proposed Action	Deadline	On Target for deadline?	Responsible officer		
						Likelihood	Control						
1	CR9b	If the Department of Transport are unable to support the traffic proposals which underpin the civic pride schemes, specifically the closure of Boots corner then our vision and outcomes will not be achieved, and this will impact on the council's reputation and the future economic position of the town. Certain schemes such as North Place and Brewery phase 2 can still happen by likely to be enhanced by Boots closure to through traffic. Other schemes such as Royal Well will not proceed as envisaged if closure not deliverable	Task Force Managing Director Jeremy Williamson	01/04/10	4	16	Reduce	Initial outputs paint a positive impact on the town centre but disbenefits elsewhere. GCC/CBC have agreed preparation of a mitigation strategy by end of January 2011 which will also reflect impact of CSR.	June/July 2010 Mitigation strategy original deadline January 2011 revised to June 2011	Green	Task Force Managing Director Jeremy Williamson	(if you are not going to meet the deadline explain why, what action is being to mitigate the risk and what new deadline you propose.)  Despite lobbying of local MPs and chair of LEP, GCC Local Sustainable transport Fund bid to Dept of Transport was not successful but equally not rejected. On this basis GCC have an opportunity to re-submit for the second tranche of funding in February 2012. Task Force to work with GCC on revising bid once initial feedback received from Dept of Transport. Given that there is no alternative or scheme B imperative that efforts are made to engender a positive outcome.	19/08/11
2	CR33	If the council does not keep the momentum going with regards to the JCS then the policy vacuum left by the abolition of the RSS and the resultant delay in projections and framework could result in inappropriate development.	CEX Andrew North	10.08.10	4	16	Reduce	Agreement across Gloucestershire districts to work collaboratively on determining housing and employment projections by the end of the year.  Revised timetable for JCS considered and agreed by MSG April 2011.  County Council Housing projections work published May 2011.  Economic Housing Model - work progressing and on target to deliver July 2011 Revised timetable for JCS agreed by MSG July 2011. Economic housing model delayed but expected mid August.	01/04/13	Green	Spatial planning manager – Tracy Crews	Work is ongoing to draft the report for council in September, there has been some delay with the development of the economic study. Spatial options and broad locations are currently being tested and a member seminar programme has been arranged. Planning appeal north of Bishop's Cleeve will take place in September and it will be important that the spatial documents are completed to demonstrate prematurely  There have been difficulties obtaining data from all of the council's relation to the economic housing model. This data is crucial to delivery of the JCS. The timetable for the report to council has now been revised to October 2011.	15/07/11
3	CR35	If the current public service proposed budget cuts mean that the county council are unable to fund and provide officer resource for strategic infrastructure planning phase 3 then the JCS will not be supported by robust evidence which may lead to inappropriate development	CEX Andrew North	10.08.10	4	16	Reduce	Chair of the cross boundary member steering group to write to GCC with concerns.  GCC continue as members of the cross boundary programme board and member steering group and therefore understand requirements  Development of community infrastructure levy scheme as part of the JCS will demonstrate requirement for effective infrastructure planning  Appointment of a strategic infrastructure planner paid for by 3 DCs	Review position 01/07/2011  Sept 2011	Green	Spatial planning manager – Tracy Crews Judith Morris	Verbal confirmation that the County will have difficulty in supporting the infrastructure requirements of the JCS strategy staff cuts.  Awaiting confirmation that SDP support can be offered from the County until June 2011.  CBPB - agreed to fund an in house infrastructure planner on a short term contract. In the interim the County agreed to put in a member of their staff to undertake infrastructure planning for the JCS for 3 days per week until the end of June 2011. The post is at present going through the CBC HR process and it is hoped to have a person in place August 2011 - Dec 2011. Therefore will still be a risk until such time as the person is in place.  There have been delays in getting the position graded as the panel said they were unable to grade it. A revised application form has been submitted.	15/07/11
4	CR41	If capacity to lead and manage the changes, at the same time as implementing major change (i.e. a new ERP system), is not secured then the benefits from commissioning and the ERP system will not be fully realized, and morale and motivation may be impacted adversely – affecting existing SLT, members and service managers	Chief Executive Andrew North	28 <sup>th</sup> October 2010	4	16	Reduce	Quarterly review of capacity for major change programmes, by SLT. Agree allocation of capacity funding. Ensure dialogue between project/programme managers and resource managers via portfolio management process re resource requirements and supply.  It may be possible to utilise receipts from other non Civic Pride sites e.g. Midwinter if necessary. Effective soft market testing suggests optimism over net receipts.	01/04/12	Green	Dir People, OD & Change Amanda Atfield SLT	Scoping completed re GO Shared Services requirements, and post advertised. Additional £26k is available for CBC local implementation and this will be considered by the local implementation project (GOPK). Capacity to support Waste LAC also under review. SLT considered requirements for major programmes - main pressures are on Finance, ICT, HR, Commissioning. SLT also reviewed capacity as main item at recent SLT away half day, and fed back to Service Managers on 14th July re commitment and actions.	14/07/11
5	CR45	If sites identified within former Civic pride programme do not generate sufficient net receipts then the wider aspirations e.g. public realm will not be deliverable	AN/JW	21 07 10	4	16	Reduce	On 01/07/11 four Outline Solution bids were submitted in line with the programme. These are currently the subject of detailed scrutiny with the objective of reducing the number of bids down to two. The last two will be invited to progress to Detailed Solution phase. A briefing for Councillors was delivered on 08/07/11 that explained the process, timetable and headline features of bids received. Other sites e.g. Midwinter will complete subject to planning due to be considered on 21/07/11, such schemes can assist (subject to Council approval) in mitigating any delayed or poor financial returns from North Place.	February 2012 - financial close on North Place	Green	Task Force Managing Director Jeremy Williamson	On 01/07/11 four Outline Solution bids were submitted in line with the programme. These are currently the subject of detailed scrutiny with the objective of reducing the number of bids down to two. The last two will be invited to progress to Detailed Solution phase. A briefing for Councillors was delivered on 08/07/11 that explained the process, timetable and headline features of bids received. Other sites e.g. Midwinter will complete subject to planning due to be considered on 21/07/11, such schemes can assist (subject to Council approval) in mitigating any delayed or poor financial returns from North Place.	12 07 11
6	CR53	Resourcing : If availability of critical resources during the GO implementation and post implementation period - then officers involved in project may be unable to provide day to day delivery of service to their authority.	Director People Org Dev & Change Amanda Atfield	19/04/11	3	15	Reduce	Mitigating actions: Project structure and reporting defines resource requirements and will highlight any issues. Local GO implementation project due to commence July 2011 (GOPK).	01/03/12	Green	Director People Org Dev & Change Amanda Atfield	GOPK - Go Project K - Go Programme has identified Change Manager for Programme, CBC local co-ordinator appointed. Currently assessing resource needs re the capacity funding identified (£26k) for use. Project manager (RW) will join project from next meeting. Data migration template has identified lead officers for each stream in Finance and Procurement, still to do for HR (waiting person returning from leave). Also need to resolve under-capacity issue in HR, however this can be found from within budget. Next GOPK meeting is planned for 20 September. See also Capacity Risk above.	02/09/11

Cheltenham Borough Council Risk Register August SLT Version 4 as at... 07/09/11 14:19				Risk score Impact and likelihood			Managing risk			Mitigating action taken		Date of current update	
row number	Risk Ref.	Risk description	Risk owner	Date raised	Impact	Likelihood		Proposed Action	Deadline	On Target for deadline?	Responsible officer	(if you are not going to meet the deadline explain why, what action is being to mitigate the risk and what new deadline you propose.)	
						Score	Control						
7	CR34b	If the council does not have robust testing of its business continuity plans then there is a risk that they may not be effective	Exec Director Graham Lewis	05.07.10	4	3	12	Reduce Two storage area networks to be purchased for real time backups of ICT data, and purchase of additional UPS battery supply for the municipal offices.  Full test with depot as stand by site to be tested	01/09/11	Amber	ICT Infrastructure Manager Paul Woodcock	Installation of equipment, data replication software and site recovery management systems to allow for key business critical systems to be replicated at the depot have been installed. Initial testing has identified the need for additional configuration requirements which are now being addressed.  Testing of GO system replication is to be completed to provide assurance to the GO programme board. This will be used to demonstrate the principle of site replication for all CBC systems.  ICT to work with SLT on prioritising the 72 CBC systems and to develop a full testing programme to be rollout out over an agreed timetable taking into account CBC resourcing capacity.  The outcome for this test will provide assurance to SLT that its back-up systems are effective.  August: Schedule for GO DR test 14th - 16th September. Work is underway to reconfigure the network and server topology at the recovery site to meet this date.	12/08/11
8	CR12	If members, senior managers and employees do not recognise their obligations and responsibilities for health and safety then there is a risk to the public, customers and employees of injury and the council could face prosecution	Director People Org Dev & Change Amanda Atfield	01/02/10	4	3	12	Reduce Introduction of health and safety audits inc. addressing issues in the internal audit action plan Creation of a Health and Safety strategy Development of a H&S action plan for 2010-11 (to include awareness training for managers and supervisors during 2010-11) Roll out Harriet Risk Management software	01/03/2011  As per the action plan considered by audit committee  Mar 2012 complete	Amber	HR Operations Manager Julie McCarthy	Planned actions re H&S are continuing re reducing absence levels in Operations area - a informative visit to BaNES has taken place, and an update provided to the JCC on 1st September. Specific targeted action plan was under development for review end August 2011 but will now be considered in September. Capacity and skills shortage has impacted HR service's ability to report on workforce intelligence inc. absence data from CHRIS21. Interim measures are in place. E&BI are due to consider a report on absence levels in January 2012.	02/09/11
9	CR20	If knowledge and skills about commissioning are not developed within the organization, there is a risk that services will not be commissioned or delivered in the right way which may impact on flexibility and/or costs.	Director People Org Dev & Change Amanda Atfield	25/02/10	3	4	12	Reduce Identify resource to deliver knowledge and skills needs (i.e. in house as external funding unlikely)  Knowledge programme for relevant officers/members, skills for business, development programme, developed and delivered during 2011/12.	SMS Dec 2011  Members Dec 2011	Amber	HR Manager Learning and Org. Development Jan Bridges	Service Managers: Skills audit is complete. There is only one 'weak' area across all SM, that is marketing. Funding for this development will be from Corporate training budget. Individual skills 'gaps' will be addressed via coaching, buddying and internal workshops. A) COMPLETED B) REVISED deadline for delivery Dec 2011.  Members: The skills audit return is low. Discuss with Group leaders how to take these forward and alternative approaches for those who have not responded. B) REVISED deadline for delivery Dec 2011	14/07/11
10	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	Director of Resources Mark Sheldon	26/01/10	3	4	12	Reduce Development of the BIG programme. Establishment of a cross party working group following the elections in May. Review budget scrutiny process. Review and rolled out revised budget consultation process. SLT presentation of new ideas to Cabinet leads.	01/09/10	Green	Director of Resources Mark Sheldon	Monthly BIG meeting with the Cabinet lead and monthly reports to SLT (Operational Programme Board) on progress in delivering BIG initiatives for both current and future years supported by budget monitoring reports to Cabinet. SLT have responded to the in year shortfall in green waste bin sales by freezing supplies and services budgets for 3 months and ensuring recruitment decisions are robust and also continue to work with Cabinet in identifying new initiatives for bridging future funding gaps.  The Budget Working Group now established and has a work programme to support the budget process and to develop members budget scrutiny roles.	06/09/11
11	CR21	Art Gallery and Museum If the Art Gallery and Museum Development Trust fails to deliver the fundraising strategy, then the AG&M Development Scheme is at risk of failing to be delivered.	Director Wellbeing & Culture	01/06/07	3	4	12	Reduce A fundraising risk assessment has been incorporated into all funding/grant applications submitted to date. An updated fundraising assessment will be required as part of the Heritage Lottery Fund Stage 2 application.	01/08/12	Green	Museum and Arts Manager Jane Lillystone	Whilst Council approved the decision to underwrite the project funding shortfall of £919,587 (subject to a successful HLF bid) this sum will be raised through further fundraising by the CAG&M Development Trust and the Friends fo CAG&M. The Phase III Fundraising Strategy will be launched on 25 May 2011 with the aim to have raised the £919k shortfall by the end of the build & construction stage of the project. (October 2012) prior to the commencement of fit out. Closure events took place on 25 May. a public fundraising launch will take place in late August, followed by a corporate fundraising event in September. In April 2011, the Icelandic District Court, judged that UK local authorities deposits be recognised as having priority status over other creditors' claims and will be at the front of the queue when it comes to getting their money back following the collapse of the failed Icelandic banks. However this decision has been appealed and will now be considered by the Icelandic supreme court in the autumn of 2011.	10/08/11
12	CR27	Icelandic banks - financial exposure If the group claim against Giltir bank fails and the council is not recognised as a 'priority depositor' the council's deposits would be re-classified as 'general unsecured creditors' resulting in a lower recovery rate and exposure to defendants costs.	Director of Resources Mark Sheldon	09/04/10	4	3	12	Accept Council commitment to join in group action with other councils to make case for priority depositor status.  Capitalisation direction approved for £4.43m allows for write off of loss over 20 years.	01/12/11	Green	Director of Resources Mark Sheldon	In April 2011, the Icelandic District Court, judged that UK local authorities deposits be recognised as having priority status over other creditors' claims and will be at the front of the queue when it comes to getting their money back following the collapse of the failed Icelandic banks. However this decision has been appealed and will now be considered by the Icelandic supreme court in the autumn of 2011.	06/09/11
13	CR28	Icelandic banks - financial exposure If the current status as priority deposits with Landsbanki bank is successfully challenged, the council's deposits would be re-classified as 'general unsecured creditors' resulting in a lower recovery rate and exposure to claimant costs and impact on the MTFs over that already factored in through capitalisation of losses.	Director of Resources Mark Sheldon	09/04/10	4	3	12	Accept Council commitment to join in group action with other councils to defend current priority depositor status.	01/12/11	Green	Director of Resources Mark Sheldon	In April 2011, the Icelandic District Court, judged that UK local authorities deposits be recognised as having priority status over other creditors' claims and will be at the front of the queue when it comes to getting their money back following the collapse of the failed Icelandic banks. However this decision has been appealed and will now be considered by the Icelandic supreme court in the autumn of 2011.	06/09/11
14	CR36	If changes to contractual allowances are made outside the collective bargaining process, there may be local industrial action, morale and motivation may be impacted.	Director People Org Dev & Change Amanda Atfield	30/09/10	4	3	12	Reduce Seek to consult and negotiate via collective bargaining. Communicate and engage employees impacted re reasons for change. Ensure follow collective consultation regulations and give required contractual notice.	End March 2012	Green	HR Manager Operations Julie McCarthy.	No current issues. Will continue to monitor the position. Tus have raised concerns about the withdrawal of the car user allowance scheme from April 2012, and have signalled their intention to write formally.	02/09/11

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15	CR40	If Partner organisations are not sufficiently 'bought into' the commissioning process then there is a risk that the commissioning work will be done in isolation and potential savings and effective delivery of outcomes will be reduced.	Chief Executive Andrew North	28 <sup>th</sup> October 2010	4	12	Reduce	Effective engagement with the VCS forum, plus other partners through CSP and thematic partnerships. The objective of 'place based' project is to engage partners and create alignment. Ensure that joint funding is subject to use of proper commissioning disciplines.	Continuing to October 2012	Green	Policy and Partnerships Manager Richard Gibson	£10k pa agreed in budget to extend current CiG with Cheit VCA. Positive meetings held to take forward the partnership improvement project with Institute for Voluntary Action Research and programme of 3 sessions completed. Action plan and new structures proposed and will be taken forward. CSP endorsed the proposals at their meeting in June and a meeting has been held with officers at GCC to ensure that proposals are discussed at senior level within the organisation.	12/07/11
16	CR47	If the emerging car parking strategy which specifically relates to development sites is not properly articulated then it is likely that any potential redevelopment could be misinterpreted and not favourably received.	AN/JW	16 02 11	3	12	Reduce	Need to finalise car parking strategy through parking board. Develop a communications plan to thoroughly involve stakeholders as early as possible.	18/10/11	Green	Owen Parry	Introduction of a series of parking demand management applications enabling data collection and modelling of demand, linked to the work undertaken through the Civic Pride traffic modelling will assist in formulating the parking strategy. At the Parking Board held on Thursday 11th May 2011 support was gained to continue with the process of engaging with key stakeholders and other interested parties through the resident and on street parking consultations. Further it is planned to link in the Parking Strategy project work to the Cheltenham Development Highways working group ensuring a holistic approach is taken in developing the strategy.	21/06/2011
17	CR56	Due to financial constraints the GO Programme does not have a separate business change manager role, and if the necessary change both within the retained organisation and inside the shared service does not take place to the required level, savings may be compromised. This was logged as a risk in August 2010, however on 20th April 2011 the GO Programme Board took a decision to increase the risk rating.	Exec Director Pat Pratley	10/05/11	3	12	Reduce	Mitigating actions - GO Programme Manager to maintain a close watching brief of business change tasks. Risk level raised as action was felt insufficient for the task. Other possible actions being considered. CBC to consider funding bid for business change capacity. CBC local GO implementation project (Project GOPK) to commence July 2011. Further assessment of CBC capacity requirements to take place as part of GOPK.	01/09/11	Green	Director People Org Dev & Change Amanda Atfield	GO Shared Service Programme have appointed a Change Manager to commence role mid Sept. CBC has also appointed a local change co-ordinator (as have two of the other partner council, with the third to make an appointment w/c 5th Sept). See above re GO Project K - CBC's local implementation project - which has now commenced, and Capacity risk above.	02/09/11
18	CR57	North Place & Portland Street process may be compromised by misunderstanding of the proposal or legal framework (OJEU) within which proposal has been developed	AN/JW	23 05 11	4	12	Reduce	Ensure effective communication of structures	Early July	Green	AN/JW	informal briefing by G Garbutt/JW to inform Councillors of nature of bids received. Final recommendation for preferred bidder in November 2011 will reflect OJEU scoring outcome. Cabinet can reject proposal and decide not to progress a scheme but ability to appoint under scoring bid fettered by OJEU process and likelihood of legal challenge.	14/07/11
19	CR59	If the council does not fully understand and plan for the impacts of new housing legislation and welfare reforms and their interdependencies then there is a risk to communities and to the MTFs.	Director of Resources Mark Sheldon	17/06/11	4	12	Reduce	the development of the HRA business plan and associated risks, member seminar, housing review working group Report to Cabinet 27.09.2011 Review report to cabinet 18.10.2011 HRA business plan report to be taken to cabinet	31/10/2011	Green	Director of Commissioning Jane Griffiths	2 meetings have been held with the review group and an assessment undertaken. Member seminar held re Housing Revenue Account and implications of self financing.	14/07/11
20	CR44	If CBC do not complete the PCI self assessment and identify all of the risk then there is a risk that there could be a breach in security and subsequent fines from the Information Commissioner	Director of Resources Mark Sheldon	23/02/11	5	10	Reduce	Carry out self assessment to ensure compliance with PCI standard	31/03/12	Green	ICT Infrastructure Manager Paul Woolcock	Customer and support services manager has been in discussions with the bank. Currently reviewing which self assessment questionnaire (SAQ) each service area will need to complete. The bank has indicated that no PCI assessment is required for the current Regents Arcade system as this is being replaced. Access and file storage of the existing Regent Arcade system has been amended to minimise the risk of data loss. Once a new system has been selected a PCI assessment is required as part of the installation process. Customer and support services manager and ICT infrastructure manager are contacting service managers over guidance and which SAQ forms they need to complete. Likelihood changed from 3 to 2.	06/09/11
21	CR13	If members, senior managers and employees do not recognise their obligations and responsibilities for equalities then there is a risk that we could be treating people unfairly and the council could face prosecution	Director Commissioning Jane Griffiths	01/03/10	3	9	Reduce	Equality action plan to be prepared which enables council to be at achieving level for the equality framework for local government	01/12/11	Green	Policy and Partnerships Manager Richard Gibson	Equality impact assessment has been carried out on the budget, equality issues has been included in new community assessment tool to be used as part of commissioning work. SLT have been briefed on the introduction of the new public sector equality duty set out in the Equality Act.	12/07/11
22	CR17	If members, senior managers and employees do not recognise their obligations and responsibilities for information management including data quality and information security then it could result in ill informed decisions, unreliable outcomes, ineffective use of resources and loss of assets, leading to a reduced public reputation and a lack of confidence from regulators	Director Commissioning Jane Griffiths	01/02/10	3	9	Reduce	Annual data audit undertaken to identify classification of data Information strategy to be developed jointly with CBH	revised target date set - March 2012	Green	Director of Resources Mark Sheldon	The information strategy and supporting policies and staff guidance has been redrafted by the officer working and will be signed off by SLT on 27/9/11 and presented to service managers in October 2011. Support training to be organised.	06/09/11

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23	CR48	If key employees are suddenly unavailable then service delivery will be severely compromised.	Chief Executive Andrew North	16 02 11	3	9	Reduce	SLT to agree a working definition of key role - along lines of "highly technical, specialist knowledge residing in a single individual, that could not be easily picked up or covered by others in the event of sudden loss of that individual, the work cannot wait (is time driven)". SLT to identify which roles in their areas were "key" that would cause a major service disruption issue if they were suddenly unavailable - e.g. what is the degree of risk - what is in place that could cover the loss. SLT to determine actions to take in the event of a sudden loss of the key employee/s - this may vary according to the nature of the role/key employees. SLT to review findings of above actions.	Revised deadline set - end October 2011	Green	Director People Dev & Change Amanda Atfield	Process underway - SLT members are to identify "key" (definition of Key is agreed) posts and mitigating actions by end September. SLT to review summary findings in October. Deadline for completion re-set.	02/09/11
24	CR54	The proposed welfare reforms and parallel increases to affordable rents may lead to an increase in housing rent arrears across the social rented sector.	Commissioning - Jane Griffiths	04/04/11	3	9	Reduce	Keep government proposals for reform under review. Housing working group to be established to understand the impacts and what further action our housing benefit teams can undertake to mitigate against the reforms.	01/10/11	Green	Director Commissioning - Jane Griffiths	Housing Revenue group has met to consider implications. Officer group and relevant cabinet leads are also meeting. Issues report provided to Soc and Com. Committee who identified some specific areas they would wish to see addressed and officers are currently scoping format for housing strategy which will incorporate homelessness and tenancy strategies.	07/09/11
25	CR55	If the council is not alert to new legislation with regard to fixed term tenancy arrangements and social rents then it may find that there are issues with people's ability to access social rented properties and the potential disruption to communities as people face fixed term tenancy arrangements.	Commissioning - Jane Griffiths	19th April	3	9	Reduce	Member working group to be established to understand the implications. Following review tenancy strategy to be drafted in consultation with CBH. As part of the review consideration to be given as to how the changes will impact on housing advice and housing options. Review to report back to cabinet October 2011	01/10/11	Green	Director Commissioning - Jane Griffiths	Housing Revenue group has met to consider implications. Officer group and relevant cabinet leads are also meeting. Issues report provided to Soc and Com. Committee who identified some specific areas they would wish to see addressed and officers are currently scoping format for housing strategy which will incorporate homelessness and tenancy strategies.	07/09/11
26	CR58	If the Waste Project does not include impact assessments to the residual (client side) organisation then customer service and reputation could be put at risk	Exec Director Graham Lewis	17/06/11	3	9	Reduce	Develop a programme of work to support the establishment of the local authority company that includes impact assessments and meets agreed deadlines	31/03/12	Green	Director of Commissioning Jane Griffiths	member working group has met several times to consider what services should be in and out of scope and the consequence of such decisions. Work is ongoing on the consideration of the client side and customer interface with the company. Gateway review in readiness for a report to cabinet is being conducted on 20 September.	07/09/11
27	CR23	If resilience issues are not addressed in the Payroll service, the service quality for employees will be impacted, and may impact on partner relationship with CBH, possibly impacting funding stream from CBH, and there will not be sufficient resource to support necessary tasks regarding payroll (returns re Pension Scheme and statutory returns to Inland Revenue) and ABW (GO) implementation.	Director People Dev & Change Amanda Atfield	01/04/10	4	8	Reduce	Raise as GO Programme risk. Monitor situation. Seek and obtain required skill set and experience - advertise role with partners, SWEmployers, other networks. Seek Agency support via Comensura / temporary contract.	Revised deadline set - end September 2011	Green	HR Operations Manager Julie McCarthy	Had identified a replacement Payroll Advisor via an agency, however the required knowledge and skills did not materialise. Were able to identify an alternative temporary resource but this person will not commence until mid September. In the event we did not meet the original deadline to have a replacement in place by end June 2011, which is when the replacement was needed to handover from the postholder (who commenced maternity leave in August). Deadline revised to meet current plan. We have reviewed budget position, and due to capacity demands will still need to recruit additional administrative resource to manage the data migration and data cleansing needed for ERP implementation - this will be done within existing budget. Have re-set deadline.	02/09/11
28	CR29	If the council does not implement the actions identified in the climate change adaptation risk assessment there is a risk that resources will not be used to best effect which could impact on financial, environmental and service decisions and affect service delivery.	Director Commissioning - Jane Griffiths	06/05/10	4	8	Reduce	Services are required to identify the actions they will be taking to respond to climate change (both adaptation and mitigation) in 2011/12 service plans. Internal audit has a trained officer in environmental auditing who will be assessing progress against the adaptation risk assessment.	01/09/11	Green	All Directors Audit Partnership Manager Richard Gibson, policy and partnerships manager	Given the new divisions following the s4 reports new service plans will need to be developed and this will be an ideal time to incorporate adaptation requirements Internal Audit now has a trained environmental auditing officer. This officer has completed a Sustainability & Environmental Management Review due to be discussed at Audit Committee on the 12th January 2011 An assessment tool was approved by the programme board in November and will be used in the initial review of leisure and culture to test its use and revised accordingly SLT has reviewed the planned climate change adaptations and has asked divisions to identify climate change champions; this champions group will be established once restructuring has been completed and risk assessments revised to reflect new structures. Risk remains amber but likelihood has been reduced to reflect completed and planned actions. SLT has agreed the energy policy and the low carbon group (which includes members) has identified a series of actions. Commissioning also includes a sustainability assessment	12/07/11
29	CR52	If the Waste Project between some of the GO partners has significant effects on the GO programme from both a Governance and operational perspective, delivery of the GO Programme may be adversely impacted.	Exec Director Graham Lewis	10/05/11	4	8	Reduce	Mitigating actions - a set of fact finding tasks has been initiated, including a meeting held on 3rd May, covering legal, finance, communications, governance, and human resources issues as related to the GO Programme.	31/03/12	Amber	Director of Resources Mark Sheldon	A set of fact finding tasks has been initiated and a meeting arranged on 3rd May to progress the matter further - Update 12/5/11 Two meetings have been held to discuss the issues involved. Progress has been made, although challenges remain. Update 15/6/11 - Outline Business case has now been developed that has suitable funding to reduce risks to GO Programme UPDATE (29/6/11) Approval has been gained, but detail is still considered lacking. Residual GO Programme risk raised from 6 to 8 - HIGH RISK. Amber until detail issue is resolved.	13/07/11
30	CR60	If the business plan for the new service fails to be delivered this will impact on HLF Bid and MTFs.	Director of Wellbeing and culture	16/08/11	2	4	reduce	Savings identified within the MTFs 2011/12 are on target following completion of re-structure of F&H in August 2011. Commencement of 2nd phase of re-organisation in September 2011, and negotiations regarding income generation activities.	01/12/11	Green	Museum Arts centre Manager Jane Lillystone	Review of business plan submitted to HLF to provide further information regarding income generation within the areas of the café, retail and community arts space will be complete by December 2011.	18/08/11

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31	CR22	Art Gallery & Museum. If the AC&M Development Scheme is not effectively project managed there is a risk of the scheme failing to be delivered within the capital budget.  It is also vital that the longer term revenue implications relating to maintenance and running costs are recognised within the business plan and subject to appropriate consideration within the MTFS.	Director Wellbeing & Culture	01/06/07	3	>16 Red 7 to 15 Amber 3 to 6 Green	close	Prince II project management controls to be put in place for building construction phase. Provision has been made with the Development Schemes budget for appointment of a dedicated project manager for the scheme, based on similar appointments to previous capital investment build projects : Redevelopment Cheltenham Recreation Centre Leisure@ (2004-6) & Leisure@ Flood Reinstatement Project (2007-8)	01/09/11		Museum and Arts Manager Jane Lillystone	Following the appointment of the Principal Contractor (SG Pearce), and the commencement of mobilisation of the site on 26 July 2011, the appointment of a dedicated project manager to lead the programme of works was made in August. The postholder is now in place and will sit on the Art Gallery & Museum Development Project Team. The business plan submitted as part of the HLF bid will be reviewed by December 2011 to provide further detailed financial information regarding income generation within the areas of the café, shop and "community" space. Closed at SLT 16-08-2011 New risk created for financial issue	10/08/2011	
32	CR49	If County LEP does not progress then it may damage the ability of the Task force to deliver wider vision through inability to access potential funding and technical resources	Chief Executive Andrew North	21 07 10	4		Close	Engage with County and other stakeholders throughout development and bidding stage of LEP process	On going		Chief Executive Andrew North	LEP proposal discussed with stakeholders and submitted to Dept. CLG and BIS  LEP established and successful business event undertaken by the LEP which was well received  County strategic Infrastructure Planning Group will interface with LEP re land use and infrastructure issues.  <b>SLT agreed 17-08-2011 that this risk has been mitigated and that it should be closed</b>	14/07/11	
33	CR60	If the required data for GO process projects (including interface data) is not made available in required timescale then project delivery date could be delayed	Director People Org Dev & Change Amanda Atfield	20/06/11	4		Close	To be monitored and actively managed through effective project management of process projects. Concerns exist about the (local) resource available for required data cleansing & preparation activities. No additional mitigation is possible at this stage.	01/11/11		Director People Org Dev & Change Amanda Atfield  Paul Jones Head of Financial services	Risk considered by SLT and referred back to GO programme board. Closed		
34	CR61	If the demands on GO Project Management Office (PMO) exceed capacity due to unforeseen issues such as the Waste Project and a number of current challenges then the project delivery dates could be put at risk.	Director People Org Dev & Change Amanda Atfield	20/06/11	3		Close	Partners will investigate what temporary project management resources might be available. Short term support to GOPA & B from SRC, joint interfaces / data migration (GOPH/), specific ICT support from Mike Brown (Catsvold District Council).	01/11/11		Director People Org Dev & Change Amanda Atfield  Paul Jones Head of Financial services	Risk considered by SLT and referred back to GO programme board. Closed		
35	CR10	If the council is unable to approve long term solutions for its waste and recycling services then costs will continue to increase and the council will fail to meet its strategic environmental targets	Director Operations Rob Bell	01/02/10	3		Close	Options appraisal complete and being presented to Environment Overview and Scrutiny. County residual waste strategy being developed. Report to cabinet on future options scheduled for 27th July 2010. If approved, risk rating will significantly reduce.	01/03/11		Waste and Recycling Manager Beth Boughton	Cabinet approved new waste and recycling change programme on 27th July 2010. Project underway to deliver these changes and is currently on track. County residual waste strategy still in development. Risk rating to remain at 6.  Wast Management Strategy approved. Risk should be closed as per SLT 21st June 2011.	07/01/10	
36	CR2	If councillors and officers do not "draw a line" under the review and move forward as recommended by both the judge and KPWG there is a reputation risk, as well as a risk that further resource both financially and time could be incurred	Chief Executive Andrew North	10/03/10	3		Close	CEX has discussed this matter with group leaders Letter of apology signed by CEX and Group leaders Clear action plan developed on lessons learnt. CEX to discuss with group leaders should any further issues arise.	01/09/11		Chief Executive Andrew North	It would appear that councillors have responded constructively in learning lessons from the review without blame. However, points of tension may still arise and continued vigilance is required  This will be reviewed following the final consideration by the Audit Committee March 2011. recommend closure	08/04/11	
37	CR51	Airport Project  If the airport project cannot be delivered within the business plan parameters, (including borrowing limits) approved by Cheltenham and Gloucester city councils, then the borrowing costs may fall on the councils	Director of Resources Mark Sheldon	09/03/11	2		Close	The project team must ensure that the project is delivered to the agreed costs and timescale	01/04/11		Director of Resources Mark Sheldon	Development funding agreement in place to protect council interests.  Project management in place and expert project assurance role being provided for stakeholders to monitor costs in line with business case.  Since project is now managed by the airport project board with Director of Resources representative, suggest this project is now closed. SLT 21/06/2011	17/06/11	
38	CR50	If there is not sufficient time for detailed review and approval of the Solution Design Documents (SDDs) for the GO Programme (Agresso system), and preparation for that review within required timescales, then the eventual solution design may not be robust.	Director People Org Dev & Change Amanda Atfield	08/03/11	4		Close	Mitigating actions - Programme Plan being prepared. Need to ensure adequate time for preparing and conducting Gateway reviews of key programme documentation. Locally, need to ensure time is set aside for process work (e.g. via super users), and Programme Board members to ensure relevant attendance at sign off meetings (March/April).	05/04/11		Director People Org Dev & Change Amanda Atfield	Ensured key employees were made available for review of processes, and work prioritised to help this - this is now completed. Final sign off took place (Finance and Procurement) 18th April. E Recruiter process design to be approved electronically by 17th May, no resource issues. Suggest this risk can be completed and closed. sit 21/06/2011	10/05/11	

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39	CR39	Requirement to fund projected overspend from General Balances would result in General Balances falling below the minimum range of £1.5m to £2m set by the Chief Finance Officer.	Cabinet		3	3	Close	In preparing the revised budget for 2010/11, an exercise to realign earmarked reserves will be undertaken in order to strengthen the level of General Balances.	01/12/2010 30/06/2011		Director of Resources Mark Sheldon	SLT agreed a recruitment freeze and reviewed supplies and services budget resulting in the projected £800k overspend being managed to a £174k under spend in 2010/11.  Suggest this risk can now be closed (agreed at sit 21/6/2011)	17/06/11
40	CR34 a	If the council does not have robust testing of its business continuity plans then there is a risk that they may not be effective	Exec Director Grahame Lewis	05/07/10	4	4	Close	Desk top recovery test based on worst case scenario i.e. municipal offices out of action	01/12/2010 01/09/2011		Exec Director Grahame Lewis	Desk top exercise undertaken and BCP are being revised in light of this test.  Planned testing of depot back up arrangements is to take place over the summer of 2011.  This risk has been split to allow for on going resilience testing of BCP with a new deadline of 01/09/2011 Suggest close this risk	07/01/11
41	CR32	If the council is unable to realise the capital value of some of its assets it will be unable to progress the civic pride proposals	Exec Director Grahame Lewis	23/08/10	4	3	Close	Revised supplementary planning document consulted on for North Place, subject to Full Council approval. Property advisors appointed with aim of marketing January 2011.	Council December 2010  Jan 2011		Executive director	SPD formally adopted on 13.12.10 (Full Council). OJEU Notice issued 24.1.11 as per target. 5 bidders short listed in line with programme. Other asset disposals progressing as planned. Closed and combined with CR45 as per JW	06/06/11
42	CR8	If the council does not manage its ambitious change management programme effectively it will put pressure onto employee resources and may impact on the delivery of services	Chief Executive Andrew North	01/02/10			Close	The operational programme board has an oversight of the key change programmes which are run using the Managing Successful Programmes and PRINCE2 methodologies. The councils approach to portfolio management to be agreed. Approach to be reviewed to ensure that these methodologies are applied consistently	01/03/11		Business Development Manager Ken Dale	Resource issues are being more explicitly analysed and addressed within the change programme (also bearing in mind 'business as usual') and adjustments have been made to programmes in consequence. The recruitment freeze put in place Oct. 2010 to reduce the budget may have an impact on resources and will need to be analysed in April 2011. SLT on 9 November agreed that the likelihood score should increase from 3 due to implications of the recruitment freeze. The council's approach to resource management for major change programmes and projects is now largely agreed. SLT regularly considers resource requirements and the process of establishing requirements and addressing issues which arise is maturing. <b>AN recommends that risk should be closed as it has been replaced by CR41 agreed SLT 10-05-2011</b>	08/04/2011
43	CR1	If the council does not implement the recommendations and action plan arising from the public interest report and working group report and put in place preventative measures based on lessons learnt then there is a potential local and national reputation risk and potential adverse audit assessment.	Chief Executive Andrew North	22/03/10			Close	All recommendations agreed by council.  Action plan has been developed following discussions with officers and has been incorporated within the council's corporate strategy and will be reported through the corporate performance management system. Monitoring of the action plan is to be undertaken by the audit committee on a quarterly basis. Internal audit have set time aside in their audit plan.  KPMG will review progress as part of the annual audit of accounts.	Deadlines as per the action plan. First monitoring report June 2010. Audit committee September 2010, January and March 2011		Director Commissioning - Jane Griffiths	Third monitoring report has been drafted for audit committee and actions are on track for completion. Internal audit have undertaken a review of the action plan. <b>Suggest that this risk is closed following the final update report to audit committee on the 23rd March 2011.</b>  <b>This should be closed</b>	08/04/11
44	CR 37	If there is national strike action as a result of the recent TUC motion to protest against the trajectory of government budget reductions, service delivery is likely to be disrupted	Director People Org Dev & Change Amanda Attfield	14/09/10			Close	Monitor likelihood, communicate Council case to employees, consult locally with unions, publish guidance to managers. Intranet updates re pay offer posted out to employees (done 18 02 2011). SLT and Cabinet lead kept informed.	01/03/2011  01/03/11		HR Operations Manager Julie McCarthy	Monitoring situation. Employers organisation indicate strike action over pay and budget situation is unlikely action over any proposed pensions changes is more likely. Recent letter to chief execs received from regional secretary Unison SW to clarify union position on changes to terms and conditions. <b>Suggest this can be noted and closed as a risk.</b>	19/04/11
45	CR26	Airport  If the airport project cannot be delivered within the parameters, (including borrowing limits) approved by Cheltenham and Gloucester city councils, the future viability of the airport and improved returns to shareholders could be jeopardised.	Director of Resources Mark Sheldon	01/04/10			Close	Work with airport company to determine an approach to delivery of core aspects of the runway safety project which are required to improve airport profitability and secure the airports future. Potential for a further report to Council following the analysis of lenders for the delivery of the project.	01/09/2010 01/04/2011		Chief Finance Officer Mark Sheldon	Council approved additional borrowing facility to support the delivery of the revised businessman plan reflecting post tender evaluations. All legal documentation and procedure for loan mechanism now in place. Negotiations over Blenheim house remain unresolved.  Deadline has been revised to reflect ongoing negotiations in relation to Blenheim house Risk Closed as per SLT 1st March (new Airport Risk created)	07/01/11





## Cheltenham Borough Council

### Economy and Business Improvement Overview and Scrutiny Committee – 19 September 2011

#### Information Management Strategy

<b>Accountable member</b>	<b>Cabinet Member Corporate Services, Councillor Colin Hay</b>
<b>Accountable officer</b>	<b>Mark Sheldon, Director Resources</b>
<b>Accountable scrutiny committee</b>	<b>Economy and Business Improvement</b>
<b>Ward(s) affected</b>	<b>None</b>
<b>Key Decision</b>	<b>No</b>
<b>Executive summary</b>	<p><b>1.1</b> Effective information management is not easy. There are many systems to integrate, a huge range of business needs to meet, and complex organisational (and cultural) issues to address. In addition to these issues we also need to ensure compliance with the law, keep data secure, and maintain and improve communication links both internally and externally.</p> <p><b>1.2</b> Legislative requirements for secure effective and transparent Information management have been introduced over a number of years. To meet these requirements Cheltenham Borough Council developed a number of policies, codes of practice and guidance documents for staff and elected members.</p> <p><b>1.3</b> The Senior Leadership Team (SLT) has now commissioned an Information Management Strategy to draw together these documents to provide a single point of reference and greater clarity. It has also reviewed the existing policies and guidance and a copy of each of these has been placed in the members' room for inspection.</p> <p><b>1.4</b> The draft strategy outlines our approach for information management and sets out the vision and aims for the future. It also provides the reader with links to more detailed information on security, storage, access, distribution, use, and retention.</p>
<b>Recommendations</b>	The draft Information Management Strategy is attached for the committee's consideration and comment. Any recommendations or suggestions that the committee make will be incorporated into a briefing to SLT on the 27th September 2011.
<b>Financial implications</b>	<p>None arising from this report</p> <p><b>Contact officer: Mark Sheldon</b>  <b>E-mail: mark.sheldon@cheltenham.gov.uk</b>  <b>Tel no: 01242 264123</b></p>

<b>Legal implications</b>	<p>The Information Management Strategy will assist staff to understand and implement the various data and information related policies adopted by the council to meet the requirements of legislation. A better understanding of legislative requirements and consistent implementation of the policies will reduce the risk of successful legal challenge.</p> <p><b>Contact officer: Shirin Wotherspoon</b>  <b>E-mail: shirin.wotherpoon@tewkesbury.gov.uk</b>  <b>Tel no: 01684 272017</b></p>
<b>HR implications (including learning and organisational development)</b>	<p>No direct HR implications, however awareness of the strategy and associated policies may lead to the need for further training/development. Use of the learning gateway (e-learning) will be considered as needed.</p> <p><b>Contact officer: Amanda Attfield</b>  <b>E-mail: amanda.attfield@cheltenham.gov.uk</b>  <b>Tel no: 01242 264186</b></p>
<b>Key risks</b>	<p>If members, senior managers and employees do not recognise their obligations and responsibilities for information management including data quality and information security then it could result in ill informed decisions, unreliable outcomes, ineffective use of resources and loss of data, leading to a reduced public reputation and a lack of confidence from regulators.</p>
<b>Corporate and community plan Implications</b>	<p>A strategic approach to the use, storage, communication and management of information and data will help the council make better informed decisions and manage its corporate plan priorities more effectively.</p>
<b>Environmental and climate change implications</b>	<p>There are no specific environmental or climate change implications arising from the report.</p>

## 2. The issue

**2.1** The council has over a number of years developed policies, guidance and procedures to meet the requirements of legislation and best practice. Legislation includes the;

- Data Protection Act 1998
- Freedom of Information Act 2000
- Environmental Information Regulations 2004.

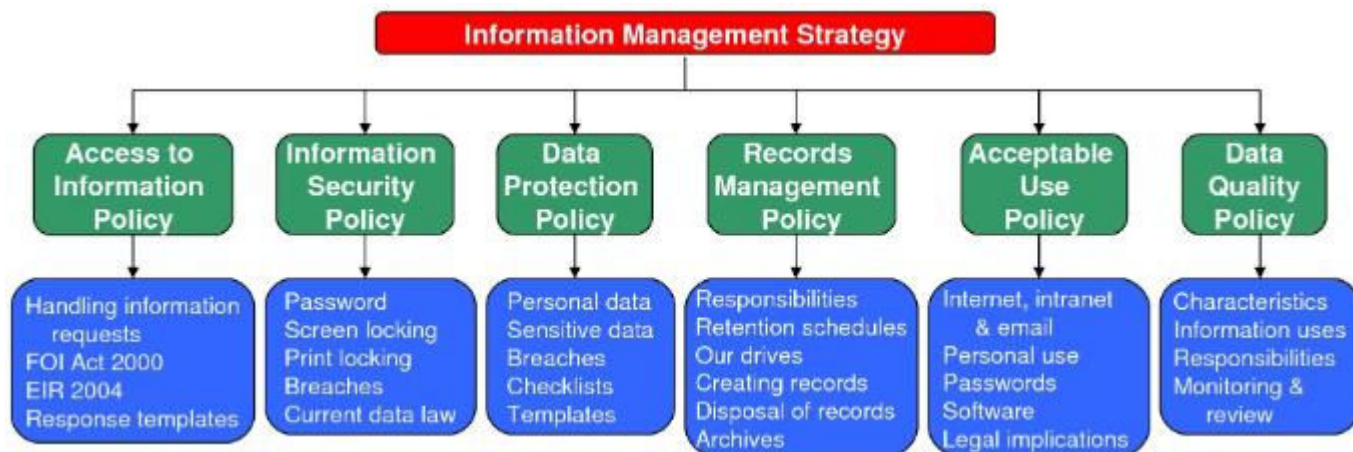
**2.2** The policies that we have in place to meet these requirements include;

- access to information
- information security
- data protection
- records management
- acceptable use, and
- data quality.

**2.3** The SLT identified a possible risk to the council's assets and reputation if information and data were not effectively managed, securely and consistently across the organisation. To mitigate this risk it decided to commission an Information Management Strategy and to revise and update its policies. The aims of this new strategy is to;

- ensure that we continue to act lawfully and meet our e-government and transformation targets
- improve our responsiveness to requests for information and transparency requirements
- share and exchange information efficiently
- make full use of our information assets
- preserve the context, integrity, sensitivity and security of the information
- record information electronically where practicable, to ensure that it can be stored, access and re-use in the most effective manner
- generate an information management culture.

2.4 The strategy and supporting policies will provide a framework for the use and disposal of information in line with good practice. Detailed guidance will be available for staff on the intranet



### 3. Reasons for recommendations

3.1 The committee need to be satisfied that the council is implementing effective and inclusive Information management Strategy that will reduce the risk to its assets and reputation as well as improving access and security.

### 4. The next step

4.1 Following approval by SLT an advice article on the intranet will inform staff of the new strategy and the revised policies. Awareness briefings will be provided by the Information Management Group to service managers at divisional management team meetings so that they can in turn brief staff and review their own procedures for compliance.

### 5. Alternative options considered

5.1 No alternative options have been considered.

### 6. Consultation and feedback

6.1 The Strategy was drafted by the Information management group which is made up of a selection of officers from various services so as to ensure that there a wide consideration of its aims and content. The SLT will also be consulted on the 27<sup>th</sup> September 2011 for their consideration and input.

### 7. Performance management –monitoring and review

7.1 The provision of an Information Strategy is identified within the Corporate Risk register and its delivery is monitored by the Senior Leadership Team.

<b>Report author</b>	<b>Contact officer: Bryan Parsons, Policy Officer - Governance</b> <b>Tel; 01242 264189</b> <b>Email; bryan.parsons@cheltenham.gov.uk</b>
<b>Appendix</b>	1. Draft Information Management Strategy
<b>Background information</b>	Revised and up-dated in policies in members' room

# Information Management Strategy 2011

## Introduction

The information management strategy outlines the approach to the management of this *key and valued* resource. From the creation or acquisition of new information to its destruction or permanent archiving, the policies and guidance that support this strategy takes account of security, storage, access, distribution, use, presentation and retention of information to facilitate the delivery of our business objectives.

This strategy applies to all employees, elected Members, contractors, agents and representatives and temporary staff working for or on behalf of our organisations. It applies to *all* information created or held by the council, in whatever format (e.g. paper, electronic, e-mail, microfiche, film) and however it is stored (e.g. ICT systems, databases, drive filing structures, email, filing cabinets).

## Vision

*'To provide and maintain easily accessible, high quality and secure information for our customers, partners and business'*

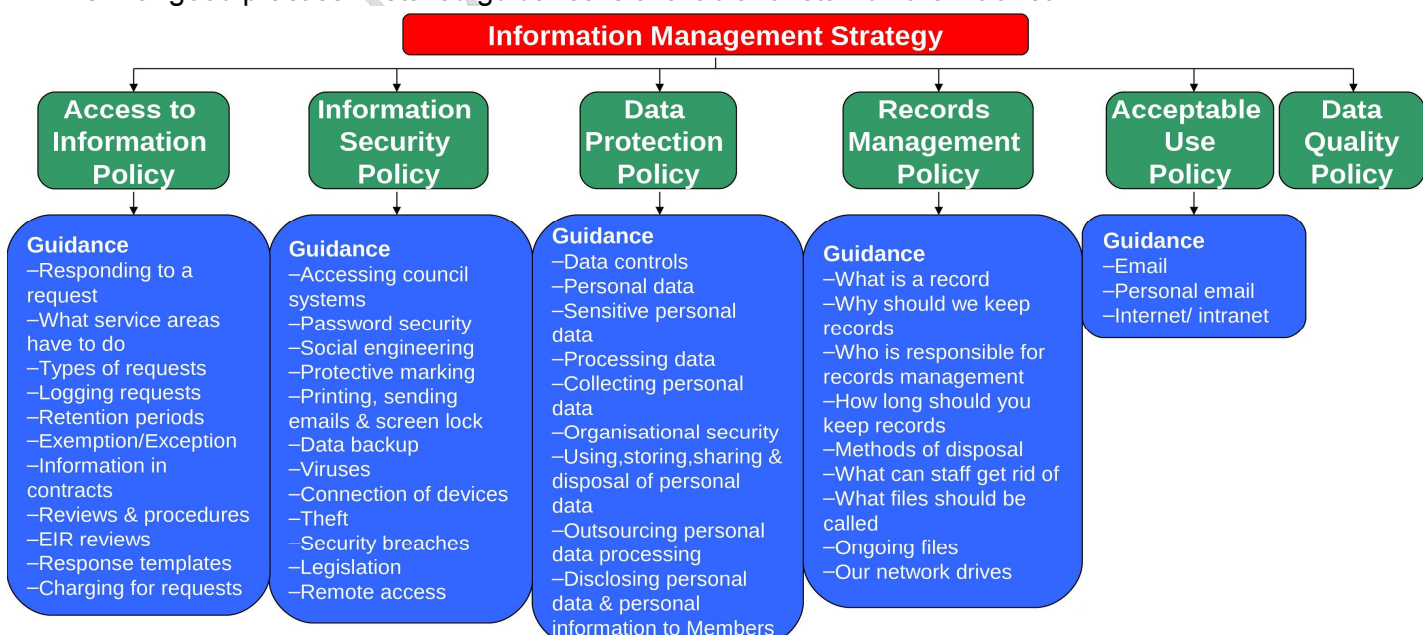
## Aims

The successful implementation of this strategy will enable the council to:

- act lawfully and meet our e-government and transformation targets
- improve our responsiveness to requests for information and transparency requirements
- share and exchange information efficiently
- make full use of our information resources
- preserve the context, integrity, sensitivity and security of the information
- record information electronically where practicable, to ensure that it can be stored, accessed and re-used in the most effective manner
- generate a sound information management culture.

## Framework

The strategy and supporting policies provide a framework for the use and disposal of information in line with good practice. Detailed guidance is available for staff on the intranet.



## **Importance of information management**

There is a growing movement within business and local government to treat information as a key shared asset in the same way as Property or Finance, and that it should be managed accordingly. It must not however, be considered an end in itself and must be resourced appropriately and integrated within each area for it to be effective.

There are many major initiatives which have been instigated by government, such as Electronic and Transformational Government and the wider use of partnerships to deliver services and solve problems. Information management has an important role to play in achieving the government standards, codes of practice and legislative requirements.

There has been a raft of new legislation in the last few years which has placed new obligations on councils. There are regulations which require us to provide information within given time scales, to make information more accessible and to guard people's rights. In order to comply we must manage our information effectively, taking into account these new legal requirements. Below are examples of legislation which affects some or all services:

- Data Protection Act 1998
- Freedom of Information Act 2000
- Environmental Information Regulations 2004

Good quality, timely and easily accessible information is key to the efficient running of our business and enhanced service delivery. It supports effective decision-making, informs the allocation of valuable resources and ensures that our activities are as transparent as possible. An excellent approach to information management will ensure that this is maintained and will also save time, money and effort.

## **Principles**

Poor information management can undermine accountability and damage public trust, which can lead to financial loss and poor value for money. It can also leave vulnerable people at risk. We are all individually responsible for achieving excellent information management. To do this we must apply certain principles consistently throughout the organisation. Information will be:

- collected once and used many times
- appropriately managed according to its level of sensitivity/security
- appropriately accessible
- managed appropriately as a valuable resource
- right first time to avoid waste.

In order for information management to be successful, we must also ensure essential good practice is applied by:

- not keeping records for longer than required (see retention schedule guidance)
- the proper resourcing for the creation, tracking, retrieval and eventual disposal of all records
- maintaining a system to track movements of records
- storing records in a way that makes them easily identifiable and managed
- staff having access to accurate and appropriate information for their role

## **Individual Roles and responsibilities**

All employees and Members are responsible for:

- ensuring that information resources are handled in accordance with this Strategy.

- compliance with information management policies.
- keeping up to date with the policies and guidance that applies to our roles.
- supporting a culture of excellent information management across our organisations.

The Director of Resources is responsible for the Information Management Strategy and championing efficient and effective practices to an excellent standard across the organisation.

The Directors are responsible for ensuring that a culture of excellent information management is promoted within the organisation at all levels which is underpinned with adequate resources.

Service Managers are responsible for ensuring that appropriate information management practices and access controls are in place to comply with the policy requirements and being adhered to.

Line Managers are responsible for ensuring their staff has access to the policies, guidance and training that applies to their roles.

### **Training and support**

The Council will provide training to all employees and Members that they require for them to undertake their roles effectively, efficiently and in accordance with this Strategy and its supporting policies and guidance.

Training is available through the Corporate Training Programme.

### **Monitoring arrangements**

- Annual Governance Statement
- Internal control checklist
- Corporate risk register
- Customer relations quarterly report to Senior Leadership Team.
- Reporting of breaches
- Internal Audit assurance work

### **Information Management Group**

The group will review and develop:

- compliance with the Section 46 code of practice (Freedom of Information Act 2000) that requires local authorities to meet a minimum standard on the management of records.
- the advice available to employees or elected Members and staff on their information management responsibilities.
- the strategy, policies and guidance regularly to ensure they remain relevant and up to date.

### **Assurance**

The annual assurance assessment will seek assurances from Directors and Service Managers that legislative and policy requirements are being met. The Corporate Governance Group and Internal Audit will consider the output from the assessment and make any necessary recommendations to SLT.

Internal Audit will also consider the need for further assurance work to be included within their audit plan and report any findings to the Audit Committee.

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Item	Purpose	Outcome	What is required?	Lead Officer
<b>Meeting Date: Monday 19 September 2011</b>				
<b>Chairs Briefing: Tuesday 23 August 2011 5 pm</b>				
<b>Deadline for papers: Wed 7 September 2011</b>				
Corporate Risk Register	Standard item	Regular review before going to Cabinet 27 September	Report	Bryan Parsons, Policy and Performance Officer
Information Strategy	Scrutiny	Requested at the May meeting following a review of the Corporate Risk Register	Report	Jane Griffiths, Director of Commissioning
Cheltenham partnership structures and arrangements	Scrutiny	A review of the latest partnership structures and response to the consultation	Report and verbal update	Richard Gibson, Policy and Performance Manager
<b>Meeting Date: Monday 28 November 2011</b>				
<b>Chairs Briefing: Tuesday 8 November 2011 5 pm</b>				
<b>Deadline for papers: Wed 16 November 2011</b>				
Ensuring Best Value from Mobile Communications	Scrutiny	A request from the May meeting	Report	Mark Sheldon, Director Resources
Quarterly budget report	Standard item	Quarterly review requested by the committee	Report	Paul Jones, Head of Financial Services
Commissioning programme – a general update	Scrutiny	A six monthly update requested by members for an overview of the programme with a focus on costs and future savings	Report	Jane Griffiths, Director Commissioning Ken Dale, Business Development Manager
Budget consultation 2012-13 (this may now be carried out by the budget working group)	Scrutiny	Review interim budget proposals 2012-13 and comment	Discussion paper	Mark Sheldon, Director Resources

Item	Purpose	Outcome	What is required?	Lead Officer
Localism Bill (timing to be confirmed)	Scrutiny	To understand the potential impact of the Bill on Economic Development and local development strategy	Discussion paper	Economic Development Strategic Land Use
<b>Meeting Date: Monday 23 January 2012</b>				
<b>Chair's Briefing: Tuesday 3 January 2012 5 pm</b>				
Corporate Risk Register (20 mins)	Standard Item	Regular review before going to Cabinet 8 February	Report	Bryan Parsons, Policy and Performance Officer
Performance Report	Standard item	Six monthly review	Report	Richard Gibson, Policy and Performance Manager
Absence Management	Scrutiny	Update requested at the May meeting - report of position at the end of 3Q	Report	Julie McCarthay, HR operations Manager
GO Programme	Scrutiny	Review of implementation (tbc)	Report	Mark Sheldon, Director Resources
Budget proposals 2012-13	Scrutiny	Review final budget proposals 2012-13 prior to Council (10 February)	Discussion paper	Mark Sheldon, Director Resources
<b>Meeting Date: Monday 5 March 2012</b>				
<b>Chairs Briefing: Tuesday 14 February 5 pm 2012</b>				
DRAFT Corporate Strategy 2012-13	Scrutiny	Review DRAFT strategy for 2012-13 prior to Cabinet (13 March)		Richard Gibson, Policy and Partnership Manager
<b>Meeting Date: Monday 11 June 2012</b>				
<b>Chairs Briefing: Tuesday 15 May 2012 5 pm</b>				
Corporate Risk Register (20 mins)	Standard Item	Regular review before going to Cabinet	Report	Bryan Parsons, Policy and Performance Officer
Gloucestershire Airport Business Plan	Scrutiny	Review the business plan 12 months after the start	Report	Pat Prately, Executive Director

Item	Purpose	Outcome	What is required?	Lead Officer
		of the drawdown of the loan		
<b>Meeting Date: Monday 16 July 2012</b>				
<b>Chair's Briefing: Tuesday 26 June 2012</b>				
Quarterly budget report	Standard item	Quarterly review requested by the committee	Report	Paul Jones, Head of Financial Services
Annual Performance Report	Standard item	Six monthly review	Report	Richard Gibson, Policy and Performance Manager
<b>Items to be added at a future date</b>				
Glos Integrated Economic Strategy	Scrutiny	David Owen from GFirst be invited to explain their restructure, update on LEP and progress in the implementation of the action plan	Awaiting discussion by Glos Leadership on district scrutiny	Wilf Tomaney, Acting Economic Development Manager

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