

Risk Scorecard

LIKELIHOOD	6				
	5				
	4				
	3				
	2				
	1				
		1	2	3	4
		IMPACT			

<i>Code</i>	<i>Risk score</i>	<i>Risk Management view</i>
Red	16 – 24	Must be managed down to reduce risk scores as soon as possible, or agree a contingency
Amber	7 – 15	Seek to improve the risk score in the short/medium term or develop a contingency
Green	0 – 6	Tolerate and monitor within the division

(refer to risk scorecard)

Treatment

Accept (require a measure of management. If an initiative is not already in place to do this, a contingency plan is required)
 Reduce (require a measure of management. If an initiative is not already in place to do this, a mitigation plan is required)
 Transfer
 Close

Appendix 4 - Accommodation Strategy - risk assessment																			
The risk					Original risk score (impact x likelihood)			Current risk score (impact x likelihood)			Managing risk					Target risk score (impact x likelihood)			
Risk ref.	Category	Risk description	Risk owner	Date raised	I	L	Score	I	L	Score	Control / direction	Action	Deadline	Responsible officer	I	L	Score	Target Date and status	
AS.01	Customer satisfaction/ Business continuity	If we do not correctly estimate and demonstrate our future space requirement, as a result of changes to staff numbers and increased flexible working opportunities, then we may not acquire the level of office space to meet our customers and business needs.	MS	08/12/2009	3	3	9				Reduce ◀▶	Flexible working project established updated space needs in 2014 and requirements will be subject to ongoing assessment. Mock up workstations, based on approved specification were trialled in the revenues and benefits area. Prior to rolling out in a new locations, a further review will be undertaken taking into account changing circumstances including further commissioning reviews and the 2020 Vision programme. Will identify a "space champion" who will control all space allocations against an agreed set of criteria to ensure fair allocation of space for teams. Ratio of desks to staff arising from the flexible working project agreed by SLT on 29/1/13. This will also be part of a review once detailed planning is underway.		DR					(R/A/G)
AS.04	Financial	If GCC are unable to close Boots corner to through traffic then it would significantly reduce development potential of Municipal building and Royal Well and may render development as marginal, as would only allow the Municipal Building to be remodelled without the holistic benefit of Royal Well. (Ref Cheltenham Task Force risk TF.12.)	AN	08/12/2009	4	4	16				Reduce ◀▶	Ref to TF.03 for mitigating action - TRO committee and CBC full Council supported recommendation to implement TRO's with the exception of Boots corner on an experimental basis. GCC Cabinet to determine June 2015. Note: TF.10 risk links with this programme - TF.10.Royal Well - If CBC unable to identify alternative accommodation or maintain market interest in the Municipal Building then any proposed redevelopment will stall.		JW/DR					
AS.05	Financial	If we are unable to acquire suitable alternative accommodation within the options identified, we will be unable to move and will not meet the financial savings target of £200k per annum in the councils budget strategy.	MS	08/12/2009	4	3	12				Reduce ◀▶	Wider relocation brief approved by council in March 2014 including the potential for new build on an 'edge of town' location. Potential purchase of a town centre office was aborted in July 2014 as owners were not prepared to sell the building. Council made a decision in March 2014 to purchase Shopfitters site as a potential new build option. Continue to explore options for alternative locations.		JW/DR					
AS.06	Financial	If we are unable to acquire a site at the right price, then we may be unable to secure funding.	MS	08/12/2009	4	3	12				Reduce ◀▶	Maintain as many options on as many sites as possible while the market recovers. Outcome linked to value of existing Municipal office. Undertake thorough research on all risk items for OJEU process; with 2 strand approach – MO alone and turnkey with new CBC home.		JW/DR					
AS.07	Reputation	If we are unable to secure political buy-in then we may be subject to reputational damage.	AN	08/12/2009	4	2	8				Reduce ◀▶	The Budget Scrutiny Working Group and Asset Management Working Party have been consulted and briefed on the financial and economic rationale for an alternative office location. Group leaders will be briefed on the updated position. Council, at the meeting in March 2014, approved the widening of the scope of the alternative options, and expressed cross party support for a move to an alternative location.		JW/MS					

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AS.08	Financial	If we are unable to acquire suitable alternative accommodation within the timescales identified, we may need to commence maintenance activity on the Municipal Offices and incur costs which may impact on the MTFS.	MS	13/11/2014	4	3	12				Accept ◀▶	Planned maintenance expenditure is being restricted to public areas or where there is a health and safety need until a final decision has been made on an office relocation.		DR				
AS.09	Financial	If we are unable to secure an acceptable redevelopment partner on the Municipal Offices site then we may be unable to optimise its revenue opportunities.	MS	13/11/2014	4	2	8				Reduce ◀▶	A wider development brief for the Municipal Offices which will increase the potential for the site, was approved by council on 31/3/14. Soft market testing would indicate that there would be significant interest in the redevelopment of the Municipal Offices for mix use purposes.		JW/DR				
AS.10	Reputational / Financial	If we are required to hold 2 properties prior to the redevelopment of the Municipal Offices, for an extended period of time, then we may suffer reputational and/or financial loss.	AN	13/11/2014	3	3	9				Reduce ◀▶	In considering alternative options, the council will look to mitigate against the risks of holding 2 buildings in order to minimise both the time period and cost of doing so.		DR				
AS.11	Customer satisfaction/ Business continuity	If we are unable to clarify the impact of 2020 Vision on accommodation strategy within our timescales, then we may commit CBC to expenditure that does not support the 2020 Vision business case.	AN	13/11/2014	3	2	6				Reduce ◀▶	Ongoing consideration is being given to accommodation needs as a result of the 2020 Vision programme. In reviewing options, officers will ensure that any alternative office location will deliver flexible space which will increase / reduce to match future needs with the ability to sub let easily any excess space.		MS				
AS.12	Customer satisfaction/ Business continuity	If flexible working options are not correctly managed, then core levels of cover may not be consistently achieved.	MS	05/03/2015	3	2	6				Reduce ◀▶	Flexible working agreements must be considered with regard to departmental requirements and impact on team cover, not independently, prior to being approved.		MS				
AS.13	Customer satisfaction/ Business continuity	If the new site does not offer an appropriate level of customer access then we may not be able to service customers.	MS	05/03/2015	4	2	8				Avoid	New premises must be located in an area that can be easily accessed by all members of the public, by various transport means. New premises must ensure both able bodied and those with disabilities can gain access to the building and the people they need to meet.		JH				
AS.14	Financial	If we are unable to reduce our level of storage needs in line with estimates, then we may have to pay for storage at another facility.	MS	05/03/2015	1	2	2				Reduce ◀▶	Fully model and trial less on-site archive – not necessarily moving off site now but demonstrating that it can be achieved.		BP				
AS.15	Financial	If there is a property downturn during the period of the Programme, then we may not achieve financial benefits detailed in the business case	MS	05/03/2015	4	3	12				Accept ◀▶	Review the impact on business case of property market downturn to ensure all aware of financial risk		DR				
AS.16	Financial	If borrowing at low interest rates are not secured during the period of the Programme then we may not achieve the financial benefits detailed in the business case	MS	05/03/2015	3	3	9				Accept ◀▶	Members to commit to decision and secure low interest rates.		MS				
AS.17	Reputation	If we do not engage the Public in the Programme then our reputation may be damaged.	AN	05/03/2015	2	2	4				Reduce ◀▶	The programme must include a full communications plan to inform and engage the Public. There should be the opportunity to get some feedback on what our customers want from the premises.		MS				
AS.18	Capacity	If we are not able to release the internal resources to support delivery of the Programme then we may not achieve the outcomes within time, cost and quality framework	MS	05/03/2015	3	3	9				Reduce ◀▶	The programme must identify and plan the resource requirement in a timely manner to ensure backfilling of resource is achievable.		Exec Board				

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AS.19	Customer satisfaction/ Business continuity	If we do not produce a strong CBC business continuity plan then there may be adverse impact on services to our customers.	MS	05/03/2015	2	2	4				Reduce ◀▶	The programme must produce a robust continuity plan that prioritises customer facing activity over back office, to ensure any adverse impact is minimal.		BP					
AS.20	Contractual Governance/ Business continuity	If we do not agree a strong business continuity plan with our tenants then there may be adverse impact on their services to their customers.	MS	05/03/2015	2	2	4				Transfer	The programme must work with tenants to share our plans to enable them to produce robust plans.		BP					
AS.21	Capacity	If we do not correctly identify the skills required within the Programme roles then we may assign roles to those not capable of delivery.	MS	05/03/2015	3	2	6				Reduce ◀▶	The programme manager selection is key. This person should have had proven experience of running similar programmes. His/her experience will enable identification of skills required in other roles.		MS/JS					
AS.22	Employee	If staff are unwilling to embrace cultural change then there may be an issue with demotivation and staff turnover.	MS	05/03/2015	2	2	4				Reduce ◀▶	The programme must include a full communications plan to inform and engage staff. There should be the opportunity to get some feedback on what our staff want from the premises.		GOSS					
AS.23	Customer satisfaction/ Business continuity	If customers are unwilling to accept cultural change we may need to review our customer impacted outcomes.	MS	05/03/2015	2	3	6				Reduce ◀▶	The programme must include a full communications plan to inform and engage our customers. There should be the opportunity to get some feedback on how our customers feel about the new premises, once opened		JH					
AS.24	Contractual Governance	If Partners requirements do not coincide with our outcomes then there may be an impact on delivery of the business case	MS	05/03/2015	2	2	4				Reduce ◀▶	The programme should capture all partner requirements in a timely manner, to ensure we are able to understand and deal with any concerns during the planning stage.		DR					
AS.25	Contractual Governance	If serving tenants' requirements do not coincide with our outcomes then there may be an impact on delivery of the business case.	MS	24/03/2015	2	2	4				Reduce ◀▶	The programme should capture all serving tenant requirements in a timely manner, to ensure we are able to understand and deal with any concerns during the planning stage.		DR					
AS.26	Contractual Governance	If the tenancy agreement of serving tenants' prevents us from delivering our outcomes, there may be an impact on the business case.	MS	24/03/2015	2	2	4				Reduce ◀▶	Due diligence work should be undertaken to highlight any issues arising from the existing tenancy agreements to ensure we are able to understand and deal with any concerns during the planning stage.		DR					