

row number	Cheltenham Borough Council Risk Register Following SLT 1-02-2011				Risk score			Managing risk				Mitigating action taken		Date of current/last update
	Risk Ref.	Risk description	Risk owner	Date raised	Impact	Likelihood	Score >16 Red 7 to 15 Amber 3 to 6 Green	Control	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.)	
10	1 CR40	If Partner organisations are not sufficiently 'bought into' the 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 th October 2010	4	4	16	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	Richard Gibson	£10k pa in draft budget proposed to extend current CIG with Chelt VCA. Positive meeting held on 6th Jan to take forward the partnership improvement project through Institute for Voluntary Action Research and 3 sessions arranged to start in March.	10/02/2011
11	2 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 th October 2010	4	4	16	Reduce	Consider senior level capacity carefully when approving reductions in employees. Inclusion of a temporary AD role (Organisational Development and Change) to support the transition. Consider any further resource which may be needed. Continue to develop the council's resource management approach and the role of senior leadership team in resolving any conflicts.	01/04/2012	Green	Amanda Attfield Senior Leadership Team	Section 4 report to S&SS 28-10-2010 approved to go forward to December Council and commence formal consultation on proposals with those impacted directly between 4 th and 30 th November. Capacity to be reviewed at SLT January 2011 Cabinet approved £80k towards capacity. Will review capacity again at SLT 15 February and keep under review quarterly.	04/02/2011
12	3 CR9b	If the Highways Authority is unable to support the traffic proposals which underpin the civic pride schemes then vision and outcomes will not be achieved, and this will impact on the council's reputation and the future economic position of the town.	Task Force Managing Director Jeremy Williamson	01/04/2010	4	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 March 2011	Green	Task Force Managing Director Jeremy Williamson	Indicative costed plan presented to Task Force Board on 21.1.11. Next phase is consideration by County of project within County wide local sustainable transport bids.	27/01/2011

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4	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.	AD Human Resources and Organisational Development Amanda Attfield	01/04/2010	4	4	16	Reduce	Implement GO Audit CBC/CBH controls. Set in place Team Leader – completed. Support and train others in HR – ongoing. Regular reviews with CBH, to include review of SLA. Recruit temporary payroll expertise – completed. Move to monthly pay for all – completed.	End March 2011	Green	HR Operations Manager Julie McCarthy	Skills and knowledge gaps remain a risk. GO being implemented however will impact capacity during Feb and March as need to release capacity for GO training. Additional capacity impacted by two part time leavers, however recruitment authorisation approved for part and resource identified, however another authorisation to recruit will need to be sought. This has caused some short term issues re capacity but will be back on track by end March.	20/01/2011
5	CR27	Icelandic banks - financial exposure If the group claim against Glitnir bank fails and the council is not recognised as a 'priority depositor' the council's deposits would be reclassified as 'general unsecured creditors' resulting in a lower recovery rate and exposure to defendants costs.	Chief Finance Officer Mark Sheldon	09/04/2010	4	4	16	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.	01/03/2011	Green	Chief Finance Officer Mark Sheldon	Evidence submitted to Icelandic courts for the joint action on behalf of all council Icelandic bank depositors. Test cases scheduled for February and March 2011.	07/01/2011
6	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	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 by MSG some amendments required but key milestones agreed..	01/04/2013	Green	Spatial planning manager – Tracey Crews	Review of all programme activities underway. The contract to deliver econometric housing model signed first outputs expected March 2011	10/02/2011
7	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	Strategic director Grahame Lewis	05.07.10	4	4	16	Reduce	Desk top recovery test based on worst case scenario i.e. municipal offices out of action	01/12/2010 01/09/2011	Green	Grahame Lewis	Desk top exercise undertaken and BCP are being revised in light of this test. Planned testing of depot back up arrangements will need to be organised in new year This risk has been split to allow for on going resilience testing of BCP with a new deadline of 01/09/2011	07/01/2011

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8	CR3 4 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	Strategic director Grahame Lewis	05.07.10	4	4	16	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	01/04/2011	Amber	Paul Woolcock	Planned testing of depot back up arrangements will need to be organised in new year/Installation of equipment and software is complete. An issue with the compatability of equipment has been identified and this is currently being addressed by our suppliers. The recently implemented infrastructure will support 25 key systems (this figure can grow to meet business requirements). Before these systems can be tested, they will need to be migrated into this new environment. This will involve some downtime in order for ICT to migrate the applications and data. Once ICT have resolved the issue, timescales will be drawn up to migrate the systems and carry out audit testing. Full test of key systems will be considered following results from audit test		27/01/2011
9	CR3 5	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	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	Review position 01/06/2011	Amber	Spatial planning manager – Tracey Crews	Spending cuts at the GCC will impact on SIDP. Future use of GCC resource will be delivering statutory functions and therefore SIDP is a lower priority. GCC have provided some initial advice on Community Infrastructure Levy (CIL) and how GCC may help support the JCS.		10/02/2011
10	CR2 0	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.	AD Human Resources and Organisational Development Amanda Attfield	25/02/2010	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.	March 2011	Amber	Learning and Development Manager Jan Bridges	Ongoing review of leisure and culture has produced some valuable lessons learned and a future proofing tool that will be utilised by other commissioning projects. The lessons learned will be shared with service managers and others involved in commissioning in May. The member joint party working group are defining Member roles under commissioning and when complete these will be used to audit members current knowledge and skills. It is unlikely that the audit will be complete by the end of March 2011.		18/02/2011
12	CR3 2	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	Strategic director Grahame Lewis	23/08/2010	4	3	12	Reduce	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	Amber	Strategic director	SPD formally adopted on 13.12.10 (Full Council). OJEU Notice issued 24.1.11 as per target. We await market response. Other asset disposals progressing as planned.		27/01/2011

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13	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	Assistant Chief Executive Jane Griffiths	01/03/2010	3	3	9	Reduce	Equality action plan to be prepared which enables council to be at achieving level for the equality framework for local government	01/03/2011	Amber	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. Need for SLT to be briefed on the introduction of the new public sector equality duty set out in the Equality Act.		10/02/2011
17	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	Assistant Chief Executive Jane Griffiths	01/02/2010	3	3	9	Reduce	Annual data audit undertaken to identify classification of data Information strategy to be developed jointly with CBH ICT strategy to be developed Commissioning approach to be developed which clearly articulates the need for good reliable information on which to base decisions. Awareness training on the use of information - using the OLC dvd presentation	June 2010 01/07/2010 revised target date December 2010 revised target date set - June 2011 June 2010 October 2010	Amber	Assistant Chief Executive Jane Griffiths Assistant Chief Executive Jane Griffiths AD Customer	Data audit has been undertaken and guidelines updated Information strategy has not progressed as anticipated due to other work commitments. Revised deadline for information strategy set for June 2011 and will need to be built into work plans for overview and scrutiny as well as forward plan for cabinet. ICT strategy has been approved needs assessment report format has been completed	07/01/2011	
18	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.	AD HR&OD	30/09/2010	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 2011	Green	HR Manager Operations Julie McCarthy.	Commenced discussion with Tus at informal JLF 22 09 2010. Potential implementation timetable developed. Ongoing discussions at two-weekly TU meetings. Risk score amended 9 November – likelihood reduced from 5 as unlikely to move from collective bargaining and working closely with unions. No current issues envisaged to move outside Coll Bargaining.		18/02/2011

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19	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	AD Human Resources and Organisational Development Amanda Attfield	01/02/2010	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 2011	Green	HR Operations Manager Julie McCarthy	Harriet risk software under review re cost benefit. Implications of a new report by Lord Young - "Common Sense Safety" on operation of health and safety and growth of the compensation culture are being considered which may impact risk assessment process. Seeking to bring forward 0.5 BTG capacity saving linked to shared services, if increase staffing as a result through UPE, staff are mainly depot based and will need capacity, and need to ensure do not put CBC at risk. Has been determined not to renew licence for Harriet software, however risk assessments will continue to be carried out manually.	04/02/2011
21	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.	AD Wellbeing & Culture	01/06/2007	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.	Revised to March 2011	Green	Museum and Arts Manager Jane Lillystone	HLF have advised that the Stage II bid being submitted on the 18 November 2010 is conditional upon the scheme being underwritten to the value of £5.5m. Cabinet approved underwriting an additional sum of £922k to the capital budget already committed. A revised fundraising strategy is being developed to take account of the new timescales. Cabinet approved revised HLF. Deadline revised to March 2011	10/01/2011
22	CR22	Art Gallery & Museum. If the AG&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.	AD Wellbeing & Culture	01/06/2007	3	4	12	Reduce	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)	Revised to March 2011	Green	Museum and Arts Manager Jane Lillystone	Procurement for the Project Manager will now coincide with the submission of the HLF Stage II bid in November and a revised funding strategy. Deadline revised to March 2011 following cabinet approval for project manager.	10/01/2011

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23	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.	Chief Finance Officer Mark Sheldon	09/04/2010	4	3	12	Accept	Council commitment to join in group action with other councils to defend current priority depositor status.	01/03/2011	Green	Chief Finance Officer Mark Sheldon	The council has responded to a request to submit evidence for submission to Icelandic courts for the joint action on behalf of all council Icelandic bank depositors to defend our position. Test cases scheduled for February and March 2011.	07/01/2011
24	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	Chief Finance Officer Mark Sheldon	26/01/2010	3	4	12	Reduce	Development of the BtG 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.	01/09/2010	Green	Chief Finance Officer Mark Sheldon	93 BtG proposals / workstreams addressing the 2011/12 budget gap were included in the final budget approved by Cabinet on 8/2/11 and Council on 11/2/11. The BtG programme includes the on-going financial implications on the MTFS i.e. future years savings plus initiatives which will have take effect in future years. SLT continue to work with CFO and members to address residual gaps for future years at monthly BtG meeting with the Cabinet lead. The final budget includes the proposal for cross party Budget Working group to develop both the budget process and members scrutiny roles.	07/01/2011
25	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	01/02/2010	3	4	12	Reduce	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	01/03/2011	Green	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.	10/02/2011

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28	CR37	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	AD HR&OD Amanda Attfield	14/09/2010	3	4	12	Accept	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	Green	Julie McCarthy,	Monitoring situation. Attended regional pay briefing on 15 th December. The employers overall response has just been received (17th Feb) giving a 0% offer for 2011-12, with work towards green book amendments for the 2012-13 pay round. CBC position was to lobby for 0%, as no budget provision for more, consistent with rest of the county and region. No news yet on TU response, however likelihood of action may increase.	18/02/2011
30	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	Chief Executive Andrew North	10/03/2010	3	3	9	Reduce	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.	01/03/2011	Green	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.	03/02/2011
20	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.	Assistant Chief Executive Jane Griffiths	06/05/2010	4	2	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.	01/06/2010 Target date changed to June 2011 01/03/2011	Green	All ADs Audit Partnership Manager Richard Gibson, policy and partnership 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 have reviewed the planned climate change adaptations and have 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	08/02/2011

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31	CR26	Airport If the airport business plan 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.	Chief Finance Officer Mark Sheldon	01/04/2010	2 4	8	Reduce	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 tenders for the delivery of the project.	01/09/2010 01/04/2011	Green	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		07/01/2011
34	CR43	If CSR settlement impacts result in required GO Programme resource being consumed, then programme implementation and resulting savings and efficiency realisation, will be put at risk.	Mark Sheldon/ Amanda Attfield	20/01/2011	4 2	8	Reduce	Assess impact of CSR 2010. Ensure GO Programme resources remain dedicated to the Programme.	End March	Green	Amanda Attfield	This risk was raised by the Go Programme Board and scored as a high (red) risk, staying high (red) even after mitigating actions (NB the GO Programme uses different a risk scoring matrix and approach). Programme Board Members agreed that any risks falling into this category (red/red) be considered by each partner council for their own corporate risk registers and local action. The CSR impact has been assessed for CBC, and aside from the wider capacity issue risk already identified as a separate risk, no further mitigating action needs to be taken by CBC as GO Programme resources are not impacted by CSR 2010. Discussed at SLT on 1st February 2011, suggest this risk is noted and closed.		03/02/2011
35	270	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	AD Operations Rob Bell	01/02/2010	3 2	6	Reduce	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.	01/03/2011	Green	Waste and Recycling Manager Beth Boughton	Cabinet approved new waste and recycling change programme on 27 th 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.		07/01/2010
36	329	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	01/06/2010	3 2	6	Reduce	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	Green	Chief Finance Officer	SLT have agreed a recruitment freeze and reviewed supplies and services budget resulting in a revised projection that the £800k projected overspend will be managed to zero in 2010/11. Deadline has been revised to reflect year end out turn position which will determine if mitigating actions have been successful.		07/01/2011

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33	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	22/03/2010	3	2	6	Reduce	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 01/03/2011	Green	Assistant Chief Executive 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. Suggest that this risk is closed following the final update report to audit committee on the 23rd March 2011.			03/02/2011			
10	CR42	Unable to take corrective action in respect of reduced income streams in 2010/11.	Cabinet	01/06/2010	3	5		Close	In preparing the revised budget for 2010/11, SLT to consider the options for offsetting reduced income streams by analysing and reducing the level of expenditure across the Council.	01/12/2010		SLT	SLT have agreed a recruitment freeze and have reviewed all unspent supplies and services budgets to offset the projection income shortfall. Risk closed SLT 04-01-2011			05/01/2011			
11	CR18	If the recession continues or recovery is not as anticipated then it will impact upon the income targets as set out in the MTFS.	Chief Finance Officer Mark Sheldon	01/12/2009	3	5		Close	Ongoing budget monitoring of income targets will highlight issues and corrective action which needs to be taken, and will be reported through the budget monitoring reports and reflected in updated MTFS projections. Action is being taken to reduce operating costs to compensate for potential sustained reduction in income levels.	September 2010 budget strategy report		Chief Finance Officer Mark Sheldon	The draft budget projections for 2011/12 (approved by Cabinet in Dec 2010) take into account the impact of the continued recession on car parking, development control and investment income. Risk closed SLT 04-01-2011			05/01/2011			

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14	CR14	The overall project significance of the CBH new build proposals which are an innovative approach to development of affordable housing including prudential borrowing funded from rental income using a unique approach to delivery in a high profile and sensitive area of the town, require both parties to ensure that there are effective programme and project management arrangements.	AD Community Services Peter Wooley	29/03/2010	4	3		Close	The delivery partner, CBH, is a high performing organisation with a sound track record on delivery e.g. the decent homes programme. Support from the HCA demonstrates confidence in process / delivery model. External modelling using industry standard of financials provides assurance. CBH has undertaken significant consultation with residents to ensure buy in to proposals. CBH is working with appointed cost consultants to ensure that contract sums are comprehensive at the time of commitment to contract and that appropriate contingencies	On-going		Assistant CEX at CBH Paul Stephenson	All agreements now signed, contracting underway. CBH has successfully progressed to development stage at St Pauls & Brighton Road. HCA funding has been secured, other funding streams are being put in place and the contracting process has begun. Finance and One Legal are working closely with the Housing Client and Trowers to ensure probity and best practice in this innovative project. Risk closed SLT 04-01-2011		05/01/2011
15	CR16	Festivals – partnership relationships. CF is an important delivery partner and if relationships with CF are not effective then the partnership arrangements become untenable which will result in councils image and reputation being put at risk.	CEX\AD Wellbeing & Culture	01/03/2010	4	3		Close	CEX developing relationship with CF Board members to continue to build positive relationships.	Ongoing		CEX\AD Wellbeing & Culture	Quarterly meetings now in place with CF board members, CBC members & key members of SLT. Risk closed SLT 04-01-2011		05/01/2011
26	CR4	There is a reliance on shared services and sourcing strategy delivering savings. If these savings do not materialise or shared services do not proceed as anticipated then other savings will need to be found to meet the MTFS projections	Chief Finance Officer Mark Sheldon	01/12/2010	3	3		Close	All shared service projects and sourcing strategy are operated under Prince 2 principles, with clear business cases and risks logs.	As per agreed programme timetables		Strategic Director Pat Pratley	GO Shared Service Programme now in implementation ICT systems thinking on track to deliver, ICT and Revs and Bens restructures needs to be moved forward to be able to realise savings within planned timescales. Sourcing Strategy will cease as a programme in Jan 2011. Programme now closed and consumed in Bridging the Gap programme. Suggest that this risk closed and covered by corporate risk CR3		06/01/2010

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
		Cheltenham Borough Council Risk Register			Risk score			Managing risk					Mitigating action taken		
		Following SLT 1-02-2011			Impact and likelihood								(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.)		
row number	Risk Ref.	Risk description	Risk owner	Date raised	Impact	Likelihood	Score	Control	Proposed Action	Deadline	On Target for deadline?	Responsible officer		Date of current/last update	
							>16 Red 7 to 15 Amber 3 to 6 Green								
29	CR15	Festivals – future funding. If CF fail to achieve 2010 budget forecasts there is a risk of the company requiring further CBC financial support for which there is no provision within the MTFS and a potential impact on CFs long term financial sustainability.	AD Wellbeing & Culture	01/03/2010	3	3		Close	Financial monitoring arrangements in place through CIG. CBC represented by 2 member observers on CF Board. Joint O&S Working Group assessing long-term financial sustainability. Commencement of monthly internal meetings by CEX Managing CF., with Cabinet member/leader in attendance	CIG Review September 2010		AD Wellbeing & Culture \ CIG Review Group	CF's Financial performance & long-term business plan were discussed and scrutinised by the O&S Joint Review group at a meeting held with CF. The recommendations of the review group are being presented to the Social & community & EB&I O&S Committees in November prior to a report going to Cabinet on 7 th December Risk closed SLT 04-01-2011	05/01/2011	
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