

Cheltenham Borough Council Risk Register SLT 10-05-2011				Risk score Impact and likelihood			Managing risk				Mitigating action taken (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.)	Date of current/ last update		
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1	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 and ABW (GO) implementation.	Director People Org Dev & Change Amanda Attfield	01/04/10	4	5	20	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.	End June 2011	Green	HR Operations Manager Julie McCarthy	Raised as risk on GO Programme register. Nothing received from networks. Advertised role externally. Applications reviewed, interview took place. No suitable applicants identified. Will seek Agency support aiming to have in place by end June deadline. Meeting with Audit on 11th May to review recent payroll audit findings. Assessment of resource made and capacity gap more closely defined, actions to mitigate to be considered (what to stop, reprioritise, do less, etc).	10/05/11
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	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.	01/04/12	Green	Dir People, OD & Change Amanda Attfield Senior Leadership Team	Capacity priorities established for the approved £80k towards capacity, informed by the capacity mapping exercise to be completed by end April, and quarterly thereafter for major change programmes. Capacity reviewed at SLT 10th May 2011. Capacity funding bid for £23k submitted for CBC GO implementation, for capacity to effect required business change.	10/05/11
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	01/04/10	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	GCC have submitted Local Sustainable transport Fund bid to Dept of Transport with supporting letters from Cbc, Task Force, Chamber and Brewery. Outcome predicted by end of June 2011	06/05/11

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	4	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 and agreed by MSG April 2011. County Council Housing projections work published May 2011. Econometric Housing Model - work progressing and on target to deliver July 2011	01/04/13	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 Members steering group considering ways in which timetable for JCS can be advanced.
5	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	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	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 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	07/01/11
6	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	Exec 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	01/07/11	Amber	ICT Infrastructure Manager Paul Woolcock	Planned testing of depot back up arrangements will need to be organised in new year/Installation of equipment and software is complete. The recently implemented infrastructure will support 25 key systems (this figure can grow to meet business requirements). The council has a business continuity plan that covers a wide range of business systems including the need for an effective ICT back up system at the depot. The council is currently upgrading its back up systems having installed new equipment and work is progressing to migrate the key business systems. Once fully operational the council will be in a position to undertake a full test and the target date for carrying out a robust test for this back-up system is Mid May 2011. The outcome for this test will provide assurance to SLT that its back-up systems are effective.	03/03/11

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	7	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	Verbal confirmation that the County will have difficulty in supporting the infrastructure requirements of the JCS strategy staff cuts. Awaiting confirmation that SIDP support can be offered from the County until June 2011. JCS PM to explore the cost implications of bringing infrastructure planning in-house post June 11 and develop a JD/person specification.
8	CR4 5	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	4	16	It may be possible to utilise receipts from other non Civic Pride sites e.g. Midwinters if necessary. Effective soft market testing suggests optimism over net receipts. There is a need to de-risk by early identification of issues relating to legal title, archaeology or the environment to minimise delay.	February 2012 - financial close on North Place	Green	Task Force Managing Director Jeremy Williamson	5 short listed bidders identified and invited to proceed to next (Outline solution) stage. All have sound financial covenants and track record in delivering similar schemes.	06 05 11
9	CR5 2	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 Grahame Lewis	10/05/11	4	5	20	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.		Amber	Director of Resources Mark Sheldon	Work has been undertaken to determine the interrelationship between the GO programme and ERP build and the waste project to ensure that the implications of both are understood and are addressed in the reports to be considered by the Cabinet and Council in June / July 2011.	10/05/11

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											10		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.
11	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 Attfield	19/04/11	3	5	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 Attfield	UPDATE Risk score has been increased (9/3/11) due to local workload in most partners increasing due to factors external to the programme but having the same net effect as original risk. Situation will continue to be monitored closely by Programme Board. Situation will need to be monitored by CBC as part of local implementation. CBC to appoint sponsor for local implementation project - from July 2011, and create local implementation project team. Local implementation project to ensure assessment of capacity / resource requirements as per programme plan, and make resource available.	10/05/11
12	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	3	15	Reduce	Carry out self assessment to ensure compliance with PCI standard	31/03/12	Amber	ICT Infrastructure Manager Paul Woolcock	An audit assessment has been carried out to ascertain a number of quick fixes these will be relayed to Service Managers. Workshop arranged for 08/04/2011 to consider self assessment. Workshop reviewed self assessment document and meeting has been arranged with bank representative 13th May	11/05/11

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												13	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.
14	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 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.	01/03/11	Green	Director of Resources Mark Sheldon	In April 2011, the Icelandic District Court judged that UK local authorities deposits are 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.	07/01/11
15	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 Attfield	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 End of May members End of June	Amber	HR Manager Learning and Org. Development Jan Bridges	Member roles have been identified and a skills gap analysis can take place with individual members. Capacity Funding bid has been submitted for £20k to buy in training provision. There are areas of commissioning in which we have no experts and will need to buy in. Also it is unlikely that in-house experts can resource all the training requirements being identified through skills gap analysis.	10/05/11
16	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	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	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.	06/05/11

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	17	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 Attfield	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.	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 require a move outside Coll Bargaining. Letter received from Unison re process for collective bargaining and outlining need for regional / national sign off. CBC has responded. Will continue to monitor the position.
18	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 Attfield	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 2011	Green	HR Operations Manager Julie McCarthy	H&S strategy and work plan in place. Considering H&S capacity, and resource allocation given shared management of depot services, and HSE inspection later in 2011. Has been determined not to re-new licence for Harriet software, however risk assessments will continue to be carried out manually.	10/05/11
19	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	Contractors are due on site from the beginning of July 2011. The remaining shortfall of £919,587 will be raised through further fundraising by the CAG&M Development Trust and the Friends of CAG&M and the launch of a public fundraising campaign - which will start from the end of May 2011. A new fundraising deadline date of August 2012 has been set for the remaining £919k shortfall. 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, prior to the commencement of fit out.	10/05/11

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											20			CR22
21	CR28	Icelandic banks - financial exposure If the current status as priority deposits with Llandsbanki 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.	01/03/11	Green	Director of Resources Mark Sheldon	In April 2011, the Icelandic District Court judged that UK local authorities deposits are 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.	07/01/11

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	22	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 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.	01/09/10	Green	Chief Finance Officer Mark Sheldon	93 BtG proposals / work streams 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.
23	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	4	12	Reduce	Need to finalise car parking strategy through parking board Develop a communications plan to thoroughly involve stakeholders as early as possible.	To be decided	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. Focus groups have been established and are inputting into the engagement process, the outcome of which will be discussed at the Parking Board being held on Thursday 11th May 2011. At this meeting endorsement will be sought to continue with the process with the aim being to seek input from key stakeholders and other interested parties in the establishment of a Parking Strategy project working group, this will include application to development sites thus ensuring the strategy is properly articulated so as any potential redevelopment could not be misinterpreted and or not favourably received.	16 02 11
24	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 Attfield	08/03/11	4	3	12	Reduce	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	Green	Director People Org Dev & Change Amanda Attfield	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.	10/05/11

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											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.
26	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.	Director Commissioning - Jane Griffiths	04/04/11	3	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	New risk	11/05/11
27	CR48	If key employees are suddenly unavailable then service delivery will be severely compromised.	Chief Executive Andrew North	16.02.11	3	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 employee/s. SLT to review findings of above actions.	31/07/11	Green	Director People Org Dev & Change Amanda Attfield	SLT discussed working definition 10th May 2011. A key role identified in CDTF - aim to document activities and discussions as far as is practicable and utilise Task force sub groups. Provide routine briefings to GL and or AN as appropriate.	10/05/11

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28	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	3	9	Reduce	Equality action plan to be prepared which enables council to be at achieving level for the equality framework for local government	01/03/11	Amber	Policy and Partnership's 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.	10/02/11
29	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	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	Amber	Director of Resources Mark Sheldon	Information strategy has been discussed by officer working. Objectives and workplan to be compiled. Admin support identified	10/05/11
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	10/03/10	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.	01/09/11	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. recommend closure	08/04/11

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	31	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	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 Directors 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 ask 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
32	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	4	8	Reduce	The project team must ensure that the project is delivered to the agreed costs and timescale	01/04/11	Green	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. New Risk	009/03/2011
33	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	2	4	8		Engage with County and other stakeholders throughout development and bidding stage of LEP process	On going	Amber	Chief Executive Andrew North	LEP proposal discussed with stakeholders and submitted to Dept. CLG and BIS	08/04/11

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34	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	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.	01/03/11	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.	07/01/10
35	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	01/06/10	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	Director of Resources Mark Sheldon	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.	07/01/11
36	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. AN recommends that risk should be closed as it has been replace by CR41 agreed SLT 10-05-2011	08/04/2011

Cheltenham Borough Council Risk Register SLT 10-05-2011				Risk score		Managing risk				Mitigating action taken	Date of current/ last update		
row number	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.)
											37		CR1
38	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	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.	01/03/11		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. Suggest this can be noted and closed as a risk.	19/04/11
39	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	####	0		Close	Assess impact of CSR 2010. Ensure GO Programme resources remain dedicated to the Programme.	End March		Director People Org Dev & Change 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, risk is noted and closed at sit 10052011.	40651

Cheltenham Borough Council Risk Register SLT 10-05-2011				Risk score		Managing risk				Mitigating action taken	Date of current/ last update		
row number	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 deadlin e?		Responsib le 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.)
											40		CR26
41	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\ Dir Wellbeing & Culture	01/03/10			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	05/01/11
42	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	Director of Resources Mark Sheldon	01/12/10			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 program. Suggest that this risk closed and covered by corporate risk CR3	06/01/10
43	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.	Director Wellbeing & Culture	01/03/10			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	05/01/11

Cheltenham Borough Council Risk Register SLT 10-05-2011				Risk score Impact and likelihood		Managing risk				Mitigating action taken (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.)	Date of current/ last update		
row number	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	
44	CR42	Unable to take corrective action in respect of reduced income streams in 2010/11.	Cabinet	01/06/10			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.	01/12/10		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	05/01/11
45	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.	Director of Resources Mark Sheldon	01/12/09			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	05/01/11
46	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	29/03/10			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	05/01/11

