

**Cheltenham Borough Council**  
**Cabinet – 25 September 2012**  
**Corporate Risk Register**

<b>Accountable member</b>	<b>Cabinet Member Corporate Services , Councillor Jon Walklett</b>
<b>Accountable officer</b>	<b>Mark Sheldon, Director of Resources</b>
<b>Ward(s) affected</b>	<b>None</b>
<b>Key Decision</b>	<b>No</b>
<b>Executive summary</b>	<p>The Corporate Risk Register is “owned” by the Senior Leadership Team but members also need to be aware of the risks on the register as they may impact on the council and the decisions it makes. The attached register was updated by the Senior Leadership Team on the 11<sup>th</sup> September and sets out progress against mitigating actions.</p> <p>The Senior Leadership Team have agreed new arrangements for the monitoring and reporting of Corporate Risks. These new arrangements involve the use of a Risk Management Model that is available to all staff and elected Members through the intranet. This new model produces a range of reports on the management of these risks and three of these reports are attached to this report.</p>
<b>Recommendations</b>	<ol style="list-style-type: none"> <li>1. That Cabinet considers the corporate risks and the progress being made to manage them.</li> <li>2. That Cabinet approves the Corporate Risk Register and if there are any further risks or actions that it considers should be included refer them to the Senior Leadership Team for consideration.</li> <li>3. That Cabinet considers the format of the reports that have been provided and if necessary make recommendations for any amendments to the format or risk reporting process.</li> </ol>
<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></p> <p><b>Email <a href="mailto:mark.sheldon@cheltenham.gov.uk">mark.sheldon@cheltenham.gov.uk</a>,</b></p> <p><b>Tel no; 01242 264123</b></p>
<b>Legal implications</b>	<p>There are no legal implications directly arising out of this report. The legal implications and risks will be considered in respect of the individual matters on the Corporate Risk Register.</p> <p><b>Contact officer: <a href="mailto:sarah.farooqi@tewkesbury.gov.uk">sarah.farooqi@tewkesbury.gov.uk</a> 01684 269693</b></p>

<b>HR implications (including learning and organisational development)</b>	<p>HR implications and risks along with the mitigating factors are detailed on the Corporate Risk Register.</p> <p><b>Contact officer: Julie McCarthy, julie.mccarthy@cheltenham.gov.uk, 01242 264355</b></p>
<b>Key risks</b>	<p>If the council does not manage its risks appropriately then this could lead to ill-informed decisions.</p>
<b>Corporate and community plan Implications</b>	<p>Effective identification and management of risk helps the council make informed decisions and manage its corporate plan priorities.</p>
<b>Environmental and climate change implications</b>	<p>There are no specific environmental or climate change implications arising from the report, but the council ensures that the risks of climate change and ability to mitigate and adapt are built into service plans and divisional risk registers.</p>

## 1. Background

- 1.1 Effective risk management is a key component of the council's governance arrangements which includes the Senior Leadership Team reviewing the Corporate Risk 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.
- 1.2 Each division has a Divisional Risk Register where they record and manage the risks that relate to their service, those that score 16 or over are brought to the attention of the Senior Leadership Team where corporate implications are considered and where necessary they are escalated to the Corporate Risk Register.
- 1.3 The Cheltenham Development Task Force, Risk and Accountability group have asked for risk relating to individual projects to be identified and managed by the Task Force Managing Director. These are treated in the same way as divisional risks.
- 1.4 A new system for recording and monitoring risks has been in place since June 2012 and reports from this system were been considered by SLT at their monthly meetings and given informally to cabinet members.
- 1.5 The attached Corporate Risk Register (appendix 1) records all of the councils corporate risks and provides risk owners, managers and Members with an overview of their scores, the mitigating action being taken and an opinion on whether they are on target to meet deadlines. There is also a high level dashboard risk profile which is updated monthly to give a comparison of updated scores in the form of a 'Heat Map'.
- 1.6 The Dashboard highlights that there were currently 19 active risks on the register, 2 with a low score, 10 with a medium score and 7 with a high score.
- 1.7 All of these risks are continually monitored by the risk owners and collectively managed by SLT on monthly basis.

## 2. Exceptions

- 2.1 This section of the report highlights new risks and those that have been closed or transferred since the last report, on this occasion it is from the date that new system started in June.

### **New Corporate Risks since June 2012**

CR68 - If there is a failure to align and manage the Cheltenham Task Force developments with the (emerging) Car Parking Strategy then there is a risk of customer dissatisfaction and the loss of reputation and revenue. There are several strands to mitigating this Corporate Risk each will be managed through Divisional Risks registers.

### **Corporate Risks closed or transferred since June 2012**

CR9 - Closed - traffic proposals which underpin the civic pride schemes. (This risk has been transferred on to the Task Force programme risk register).

CR36 - Closed - If changes to contractual allowances are made outside the collective bargaining process, there may be local industrial action, morale and motivation may be

impacted.
CR52 - CLOSED - 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.
CR58 - Closed - 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

### 3. Reasons for recommendations

3.1 Cabinet need to satisfy themselves that the council is considering the full range of risks which may impact on the delivery of our outcomes, and that we are taking appropriate action to manage risks. They also need to give approval to the content of the register and to have the opportunity to make any further suggestions.

### 4. Alternative options considered

4.1 No alternative options have been considered. It was agreed by both the cabinet and Audit committee that corporate risks should be reported quarterly for consideration by members.

### 5. Consultation and feedback

5.1 The risks are individually managed by a specified officer and the process and risks are collectively considered by the Senior Leadership Team at their monthly meetings.

### 6. Performance management –monitoring and review

6.1 Progress is discussed between Cabinet Leads and Directors and between Risk Owners and Risk Managers. Risk managers receive monthly email reminders to update scores and to record the progress on mitigating the risks. SLT consider, challenge and make suggestions on performance and risk scores at their monthly meetings.

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<b>Appendices</b>	1. Corporate Risk Register
<b>Background information</b>	1. None

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If the council does not manage its risks appropriately then this could lead to ill-informed decisions.	Director Resources	25/09/2012	4	1	4	Accept	Ensure the Cabinet receive and approve quarterly reports on the management of corporate risk register and have the opportunity to make recommendations on risks and the Risk management process to Audit Committee or the Senior Leadership Team.	On-going	Bryan Parsons	

**Explanatory notes**

**Impact** – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)

**Likelihood** – how likely is it that the risk will occur on a scale of 1-6

(1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)

**Control** - Either: Reduce / Accept / Transfer to 3rd party / Close