

Corporate Risk Register as agreed at SLT 9th November 2010

The Risk				Risk score (impact x likelihood)				Managing risk			Progress at December 2010	Date and details of current amendment
Risk Ref.	Risk description	Risk owner	Date raised	I	L	Score	Control	Action	Deadline	Responsible officer		
CR24	If partner councils do not align behind the business case for the GO ERP Shared Service Programme then there is a risk that the project will not progress in its current form and full benefits will not be realised	Strategic Director Pat Pratley	April 2010				Closed 9 th November 2010	Future Corporate Risk Registers will contain "red" programme implementation risks		Strategic Director Pat Pratley	GO Shared Service Programme now approved by the 4 partner councils and project implementation phase commenced.	
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	Richard Gibson	Section 4 report on commissioning approved by S&SS 28/10/2010 CSP updated at their meeting in October and aligned to the principles	
CR41	If capacity to lead and manage the changes, at the same time as	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	April 2012	Amanda Attfield	Section 4 report to S&SS 28-10-2010 approved to go	

	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							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.		Senior Leadership Team	forward to December Council and commence formal consultation on proposals with those impacted directly between 1 st and 30 th November. Capacity to be reviewed at SLT January 2011	
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	April 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 January 2011	Task Force Managing Director Jeremy Williamson	The traffic model was discussed at the October 29 th meeting.	
CR23	If resilience issues are not addressed in the Payroll service, the service quality for employees will be impacted, and	AD Human Resources and Organisational Development	April 2010	4	4	16	Reduce	Implement GO Audit CBC/CBH controls. Set in place Team Leader – completed. Support and train others in	End March 2011	HR Operations Manager Julie McCarthy	Additional payroll expertise recruited, however skills and knowledge gaps remain a	

	may impact on partner relationship with CBH, possibly impacting funding stream from CBH.	Amanda Attfield						HR – ongoing. Regular reviews with CBH, to include review of SLA. Recruit temporary payroll expertise – completed. Move to monthly pay for all – completed.			risk. Keep at current risk level, review when impact of GO is known. Audit Committee to review actions Jan 2010	
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.	Chief Finance Officer Mark Sheldon	9 April 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.	March 2011	Chief Finance Officer Mark Sheldon	All council have agreed evidence for submission to Icelandic courts for the joint action on behalf of all council Icelandic bank depositors.	
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	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 preparation to be agreed by council.	December 2010 Council October 2010	Spatial planning manager – Tracey Crews	JCS programme manager commenced work in October. Revised timetables approved by the three councils.	

	result in inappropriate development.										Work ongoing re housing projections	
CR34	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 ie municipal offices out of action 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	December 2010	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	
CR35	If the current public service proposed budget cuts mean that the county council are unable to fund and provide officer resource for strategic infrastructure planning phase 3 then the JCS will not be supported by robust evidence which may lead to inappropriate development	CEX Andrew North	10.08.10	4	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	February 2011	Spatial planning manager – Tracey Crews	County council have reconfirmed their commitment to SIDP but infrastructure deliverability in light of public sector cuts is still an issue.	
CR39	Requirement to fund projected overspend from General Balances would result in General Balances falling below the	Cabinet	June 2010	3	5	15	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.	December 2010	Chief Finance Officer	Proposals for re-alignment of reserves being considered by Cabinet	Risk score amended 9 November – likelihood reduced from 6 as progress

	minimum range of £1.5m to £2m set by the Chief Finance Officer.											has been made to reduce projected overspend
CR42	Unable to take corrective action in respect of reduced income streams in 2010/11.	Cabinet	June 2010	3	5	15	Reduce	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.	December 2010	SLT	SLT have agreed a recruitment freeze and committed to reviewing all unspent supplies and services budgets.	Risk score amended 9 November – likelihood reduced from 6 as mitigating actions are progressing
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	December 2009	3	5	15	Reduce	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 MTFS projections (planning assumptions for 2011/12 budget strategy) have been updated to take into account the impact of the continued recession on car parking, development control and investment income.	
CR36	If changes to contractual allowances are made outside the collective bargaining process, there may be local industrial action, morale and	AD HR&OD	30 September 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	HR Manager Operations Julie McCarthy.	Commenced discussion with Tus at informal JLF 22 09 2010. Potential implementation timetable developed. Ongoing	Risk score amended 9 November – likelihood reduced from 5 as unlikely to move from collective bargaining

	motivation may be impacted.										discussions at two-weekly TU meetings.	and working closely with unions
CR7	The council does not yet have an updated asset management strategy. Without a sound basis on which to make informed decisions there is a risk that the council is not using its resources to best effect which could in turn impact on financial, environmental and service decisions.	AD Built Environment Mike Redman	January 2010	3	4	12	Reduce	Work is well advanced in developing an updated Asset Management Plan, which will be presented to cabinet for adoption on 27 th July 2010. The Corporate Asset Group and a cross-party Asset Management Working Group meet regularly to discuss the development of the strategy and associated asset decisions	July 2010 (revised from March 2010)	Property Manager David Roberts	The Council's new Asset Management Plan was approved by Cabinet on 27 th July, 2010 Risk now closed and any new risks emerging will be identified and scored	SLT on 9 November agreed that this risk should be closed
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	February 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	March 2011 As per the action plan considered by audit committee March 2010	HR Operations Manager Julie McCarthy	Health and Safety Strategy and work plan agreed by Staff and Support Services Committee in October, using HSE guidance. Harriet risk software under review. Implications of a new report by Lord Young - "Common Sense Safety" on operation of	

											<i>health and safety and growth of the compensation culture are being considered.</i>	
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 Woolley	29 march 2010	4	3	12	Reduce	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 exist to protect CBH/CBC from unforeseen additional costs	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.	

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	March 2010	4	3	12	Reduce	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.
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	AD Human Resources and Organisational Development Amanda Attfield	25 February 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 developed and delivered Skills for business development programme developed and delivered	March 2011	Learning and Development Manager Jan Bridges	80/20 have provided details and summary of the skills audit, and it is planned to address this now as a priority. Consultation with SLT re specific skills requirements has commenced. We are formulating the detail of the commercial skills audit for SMs.

											Members were consulted on their understanding and requirements on 13 October. Ongoing work with members taking place prior to Council in January 2011.	
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	June 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.	Stage II HLF submission 31 August 2010 – this deadline has now been revised to 30 Nov. 2010, pending outcome of Cabinet report in October.	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	

CR22	<p>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.</p> <p>It is also vital that the longer term revenue implications relating to maintenance and running costs are recognised within the business plan and subject to appropriate consideration within the MTFs.</p>	AD Wellbeing & Culture	June 2007	3	4	12	Reduce	<p>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)</p>	<p>Project plan milestone : Appointment of Project Manager - December 2010 – this date will be revised, pending the outcome of the Cabinet report.</p>	Museum and Arts Manager Jane Lillystone	<p>Procurement for the Project Manager will now coincide with the submission of the HLF Stage II bid in November and a revised funding strategy.</p>
CR28	<p>Icelandic banks - financial exposure</p> <p>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'</p>	Chief Finance Officer Mark Sheldon	9 April 2010	4	3	12	Accept	<p>Council commitment to join in group action with other councils to defend current priority depositor status.</p>	March 2011	Chief Finance Officer Mark Sheldon	<p>All council have agreed evidence for submission to Icelandic courts for the joint action on behalf of all council Icelandic bank depositors.</p>

	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.											
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	6 may 2010	4	3	12	Reduce	<p>Services are required to identify the actions they will be taking to respond to climate change (both adaptation and mitigation) in 2010/11 service plans.</p> <p>Internal audit has a trained officer in environmental auditing who will be assessing progress against the adaptation risk assessment.</p> <p>LAA target – achieving level 3 of national indicator 188 requires implementation of responses to priority risks</p>	<p>June 2010</p> <p>March 2011</p> <p>March 2011</p>	<p>All ADs</p> <p>Audit Partnership Manager</p> <p>Strategic Director Grahame Lewis</p>	<p>SLT reaffirmed their commitment to climate change adaptation and the need to include in service plans. Currently considering how climate change adaptation could be built into the commissioning framework. National indicator set has been dropped. Therefore pursuing actions which meet CBC needs as opposed to LAA requirements.</p>	<p>SLT on 9 November requested that this risk be revisited in light of the demise of national indicators and the LAA. SLT will consider at their meeting on 7 December.</p>
CR32	If the council is	Strategic	23/08/10	4	3	12	Reduce	Revised supplementary	Council	Strategic	SPD	

	unable to realise the capital value of some of its assets it will be unable to progress the civic pride proposals	director Grahame Lewis						planning document consulted on for North Place, subject to Full Council approval. Property advisors appointed with aim of marketing January 2011.	December 2010 January 2011	director Grahame Lewis	consultation completed subject to council approval in December. OJEU process to commence January 2011. Other asset disposals progressing as planned.	
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 January 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.	Sept 2010	Chief Finance Officer Mark Sheldon	BtG meets monthly to review progress of delivery using updated MTFS projections. SLT to work with CFO and members to address residual gap in November meetings	

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	February 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	August 2010 November 2010	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 Jan 2011	SLT on 9 November agreed that the likelihood score should increase from 3 due to implications of the recruitment freeze
CR 37	If there is national strike action as a result of the recent TUC motion to protest against the trajectory of government budget reductions, service delivery is likely to be disrupted	AD HR&OD Amanda Attfield	14 September 2010	3	3	9	Accept	Monitor likelihood, communicate Council case to employees, consult locally with unions, publish guidance to managers.	March 2011	Julie McCarthy, Operations Manager	Monitoring situation. Attending regional pay briefing in December.	

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 March 2010	3	3	9	Reduce	<p>CEX has discussed the matter with the group leaders. Clear action plan developed on lessons learnt. Letter of apology signed by CEX and Group leaders</p> <p>CEX to discuss with group leaders should any further issues arise.</p>	<p>May 2010</p> <p>March 2011</p>	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.	
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	1 December 2010	3	3	9	Reduce	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	
CR5	The council has	AD	26 January	3	3	9	Accept	Claims presented are	End March	AD Human	Two equal pay	SLT on 9

	received equal pay claims following single status which may put increased pressure on the councils general reserves	Human Resources and Organisational Development Amanda Attfield	2010					assessed on merit. Seek to resolve any claims that are assessed as having merit. Seek to defend any claims assessed as having no merit.	2011	Resources and Organisational Development Amanda Attfield	grievances are being dealt with. All have now signed the terms, one dismissed/re-engaged. Closed	November agreed that this risk can now be closed as the matter had been dealt with
CR9a	If the council is unable to secure funding for the implementation of the civic pride proposals then the project will have to be re-appraised.	Strategic Director Grahame Lewis	14 December 2009	3	3	9	Reduce	Delivery vehicle has been established and managing director and chair appointed. Business plan approved April 2010 and actions to deliver targets in-hand.	April 2010	Task Force Managing Director Jeremy Williamson	Risk closed and redefined – see CR32	
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	February 2010	3	3	9	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 27 th July 2010. If approved, risk rating will significantly reduce.	March 2011	Waste and Recycling Manager Beth Boughton	Cabinet approved new waste and recycling change programme on 27 th July 2010. The strategy has received positive comments from LGA. Project plan being finalised to ensure smooth role out of new services.	County

											residual waste strategy still in development	
											Risk rating reduced from 9 to 6.	
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	March 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	March 2011	Policy and Partnerships Manager Richard Gibson	New coalition government confirmed that equality act to be implemented in full with new requirements coming into force in Oct 2010 and a new public sector duty coming into force in April 2011. Need for SLT to be briefed on these changes. Consideration is being given as to how an equality impact assessment will be undertaken on the draft budget and also how equalities can be built into a commissioning framework	
CR15	Festivals – future funding. If CF fail	AD Wellbeing	March 2010	3	3	9	Reduce	Financial monitoring arrangements in place	CIG Review	AD Wellbeing & Culture \ CIG	CF's Financial performance &	

	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.	& Culture						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	September 2010	Review Group	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	
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	Assistant Chief Executive Jane Griffiths	February 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	June 2010 July 2010 Revised target date December 2010 June 2010	Assistant Chief Executive Jane Griffiths Assistant Chief Executive Jane Griffiths AD Customer Access and Service Transformation	Data audit has been undertaken and guidelines updated. Information strategy has not progressed as anticipated due to other work commitments. ICT strategy has been	

	outcomes, ineffective use of resources and loss of assets, leading to a reduced public reputation and a lack of confidence from regulators							Commissioning approach to be developed which clearly articulates the need for good reliable information on which to base decisions	October 2010	Jackie Tavener Chief Executive Andrew North	approved. Discussions taking place at a county level regarding strategic intelligence and the use of needs and other data is being built into the commissioning framework	
CR31 /HT2	Above changes may result in reduced rate for a standard search fee.	Helen Thomas	17/08/10	3	3	9	Reduce	Promote benefits of a standard search. Increase the amount of data available electronically through cleansing.	December 2010	Mike Redman	Some data cleansed and available electronically. Requests made to Ministry of Justice for clearer guidelines on future land charge fees. Closed	SLT agreed on 9 November that the risk was closed – related to risk CR30
CR30 /HT1	Changes in government policy means that the personal search fee of £22 per search is not chargeable from 17 th August as the information is freely available under EIR requests. Any	AD Built Environment Mike Redman	01/07/2010	2	4	8	Accept	Calculate potential maximum/minimum amount of refund and build in to budget. Set out plan for handling personal search enquiries. Create response letter to be issued to search groups. Promote and market the standard search. Set up County meeting to	September 2010	Helen Thomas	Payout maximum calculated to be in the order of £80,000. Process changes published on website. Response letter drafted. County	SLT on 9 November agreed that this risk was now closed as it had been dealt within budgets for the division.

	fees paid, which until 1 st Jan 2010 were £11 per search, are refundable back to Jan 2005 when the EIR regulations were introduced. This could result in a refund of fees and a fall in income.							agree shared policy.			meeting held and drafts submitted for approval. Risk score reduced to 8 – suggest merging with risk CR3	
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	April 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.	Sept 2010	Chief Finance Officer Mark Sheldon	Council approved additional borrowing facility to support the delivery of the revised businessman plan reflecting post tender evaluations. Negotiations over Blenheim house remain unresolved..	

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 March 2010	3	2	6	Reduce	<p>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.</p> <p>KPMG will review progress as part of the annual audit of accounts.</p>	<p>Deadlines as per the action plan. First monitoring report June 2010</p> <p>Audit committee September 2010, January and March 2011</p> <p>March 2011</p>	Assistant Chief Executive Jane Griffiths	Second monitoring report received by audit committee and they requested further information for their next meeting on specific actions. New report template and procedure guidelines are being used and updated as good practice arises. The constitutional issues have been presented to S&SSC.	
CR6	If the transfer of concessionary fares function to the county council includes the transfer of the £1m top up funded by	Chief Finance Officer Mark Sheldon	1 February 2010	3	2	6	Reduce	<p>The council will respond to the government consultation document to be issued in summer.</p> <p>The council will lobby through the LGA and district council network via</p>	July 2010	Andrew Powers	Responded to consultation on options for transfer of concessionary fares funding making case for the	SLT on 9 November agreed that this risk was closed. Government guidance indicates

	Cheltenham's taxpayers, then financial settlement will not assist in bridging the funding gap in the medium term financial strategy.							the local MP.			retention of top up, copied to the MP. Awaiting outcome of settlement. Closed	that the full cost of the scheme will be transferred
CR19	If the council does not have robust business continuity plans in place then there is a risk that service delivery will be affected in the event of continuity issues such as pandemic 'flu or an emergency.	Strategic Director Grahame Lewis		2	2	4	Accept	Corporate & Divisional risk plans now finalised & implemented during winter severe weather event. Subsequent report which itemised lessons learnt discussed and agreed by E&BI O/S Committee. Two BCM training events have taken place & improvements to plans & processes have been introduced.	Review Dec 2010	Strategic Director Grahame Lewis	See related risk CR34 Closed	SLT on 9 November agreed that this risk should be closed – as it has BCP in place.