

CORPORATE RISK SUMMARY

Risk description	Current controls	Further control action
<p>Financial sustainability: if in light of further cuts in government funding, a shortfall in planned income or significant increases in operating costs then this will impact upon the quality and level of service delivery and the ability to influence and address community issues.</p>	<p>MTFS, Savings Programme, Budget Working Group, Business Transformation strategy.</p>	<p>Delivery of savings programme and Transform programme, strategic service reviews, procurement action plan</p>
<p>Business Transformation: If projects within the business transformation programme are not properly scoped then there is the potential the programme will not realise the required financial savings and deliver the necessary transformational outcomes.</p>	<p>Business Transformation Strategy, Transform Working Group, Savings programme.</p>	<p>Scope individual projects, review project management arrangements. Production of baseline assessments. Strategic service review programme. Customer Access Model.</p>
<p>Leadership capability: If managers and members do not work together effectively to proactively drive and take difficult decisions that are needed in a difficult environment then it will impact upon building a more resilient council and balancing a difficult budget.</p>	<p>Member & officer protocol. Portfolio briefings. Political structure.</p>	<p>Leadership development training.</p>
<p>Collaboration: If the council does not effectively collaborate with its strategic partners then this could lead to a reduction in services or failure to address social issues which cannot be addressed in isolation.</p>	<p>Leadership Gloucestershire Local Strategic Partnership (Public Service Centre Partners) GCC relationship Town and Parish Council relationship</p>	<p>Delivery of Transformation Programme Customer Access Model Financial Inclusion</p>

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<p>Economic growth: If there is inadequate engagement with the business community, particularly at a strategic level then the potential to deliver sustainable economic growth for the borough may not be fulfilled to its maximum potential.</p>	<p>Strategic economic plan, partnership working with LEP, Tewks Masterplan, Economic Development & Tourism strategy.</p>	<p>Delivery of SEP, deliver phase 3 of the Tewkesbury Masterplan, delivery of ED & T strategy, scrutiny review of car park strategy.</p>
<p>Joint Core Strategy: if the JCS fails at the pre-submission stage then this will result in significant delay to the timetable then resulting in the failure to develop sustainable growth and prevent piecemeal development.</p>	<p>JCS consultation, formal project programme, evidence base.</p>	<p>Progression of pre-submission draft to examination stage.</p>
<p>Government policy: If there is a change in government or shift in government policy then the significance of this change/shift will need to be carefully assessed to determine any financial/legislative/economic/social impact on the council and its communities.</p>	<p>Strategic policy network e.g. LGA, CIPFA, Centre for Public Scrutiny, professional networking.</p>	<p>Ongoing review and monitoring of national landscape.</p>
<p>Asset Management: If assets are not managed to optimum performance then this could adversely affect the council's finances and there could be missed opportunities to maximise their potential.</p>	<p>Office refurbishment and rationalisation, new leisure centre.</p>	<p>Review of asset portfolio. Development of asset management strategy.</p>
<p>Health of democracy: If there is a lack of awareness and engagement with local democracy and confidence in being able to make a difference then this can result in a reluctance to participate actively in democratic purposes.</p>	<p>Community development work Monitoring Officer support to Parish Councils</p>	<p>Training and development of new member intake. Potential prospective Member open day. Development of Place Programme</p>

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<p>Training & Development: If workforce planning is not effective then employees and members may not have the skills and capacity to fulfil their potential and help deliver the council's priorities.</p>	<p>Behaviours framework, corporate training budget, Service plans, and 1-2-1 sessions.</p>	<p>Develop training & development programme.</p>
<p>Customer expectation: If the council does not effectively communicate its purpose and priorities to influence customer demand then customer expectation may not realistically reflect the significant financial pressures facing the council.</p>	<p>Communications strategy, complaints framework, satisfaction survey.</p>	<p>Develop new customer services strategy, channel shift strategy and digital take-up (Customer Access Model)</p>
<p>Delivery of Operational Services: If the future of Operational Services is not clearly mapped then this leads to organisational uncertainty of a key frontline service and may prevent the service from improving performance and VFM.</p>	<p>Interim management arrangements with CBC, sharing of CBC depot.</p>	<p>Presentation of UBICO business case.</p>
<p>Business Continuity: If robust business continuity arrangements are not in place then in the event of an incident there could be sustained loss of key services.</p>	<p>Corporate business continuity plan, service business plans, ICT disaster recovery arrangements.</p>	<p>Test plan, confirm priority services.</p>
<p>Information Governance: if necessary safeguards for, and appropriate use of, personal information and data are not in place then the council and individual employees may become individually liable for breaches of legislation.</p>	<p>PSN compliant, ICT policy, Data Protection policy, fraud & corruption policy, nominated Senior Information Risk Owner.</p>	<p>Development of information governance policy, training programme.</p>
<p>Welfare reform: if the impact of welfare reform legislation is not managed then this potentially affects the understanding of the impact and the ability to address the implications on services, the community and partners.</p>	<p>Revenues & Benefits Improvement Programme</p>	<p>Work with Severn Vale Housing/CAB/DWP particularly around financial inclusion</p>

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<p>Emergency planning: if the council fails to respond effectively to an emergency then this will have an adverse impact upon the needs of our communities.</p>	<p>Emergency plan and team, communications strategy, testing of rest centre arrangements Flood Risk Management group.</p>	<p>Review of response to recent flooding incident incl review of sandbag policy.</p>
<p>Cascades: if planning approval is not obtained or if financial parameters are not met then it is unlikely there will be a sustainable leisure provision.</p>	<p>Appointment of project manager, approved budget, dialogue with English Heritage.</p>	<p>Development of governance and budgetary control framework, development of contract specification, planning consultation.</p>
<p>Individual electoral registration: If not implemented correctly then there is a risk the electoral register will be incomplete and would result in denying individuals the right to vote.</p>	<p>DWP data matching, software testing, council tax movements, project plan.</p>	<p>Monthly checks, data sharing agreement with GCC (16-17 yrs persons), awareness campaign.</p>