

Appendix 1 - CORPORATE RISK REGISTER - DECEMBER 2015

Risk description	Responsible Officer (s)	Current controls	Further control action and proposed implementation dates
<p>Financial sustainability: If, in light of further cuts in Government funding, there is a shortfall in planned income or significant increases in operating costs, this will impact upon the quality and level of service delivery and the ability to influence and address community issues.</p>	<p>Corporate Leadership Team Group Manager – Finance & Asset Management</p>	<p>MTFS, Savings Programme, Budget Working Group, Business Transformation Strategy; procurement action plan; strategic service review programme.</p>	<p>Delivery of savings programme and Transform programme (March 2016) – Transform Working Group also looking at more commercial opportunities Development and environmental health service review in progress.</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>Group Manager – Corporate Services</p>	<p>Business Transformation Strategy, Transform Working Group, Savings programme, project management framework, Customer Access Model. Programme Board</p>	<p>Scope individual projects - review project management arrangements (July 2015) – project management framework review now complete. All projects will be scrutinised by an internal programme board – first board meeting is January 2016. Develop channel shift strategy (March 2016) – maximising ‘digital’ opportunities</p>

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<p>Leadership capability: If Managers and Members do not work together effectively to proactively drive and take 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>Chief Executive</p>	<p>Member and Officer Protocol. Portfolio briefings. Political structure.</p>	<p>Leadership development training. (March 2016)</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>Deputy Chief Executive</p>	<p>Leadership Gloucestershire Local Strategic Partnership (Public Service Centre Partners) GCC relationship Town and Parish Council relationship</p>	<p>Delivery of Transformation Programme (March 2016) Financial Inclusion (March 2016)</p>
<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>Group Manager – Development</p>	<p>Strategic Economic Plan (SEP), partnership working with Local Enterprise Partnership (LEP), Tewkesbury Town Centre Masterplan, Economic Development and Tourism Strategy, new Car Parking Strategy.</p>	<p>Delivery of SEP (March 2016), deliver phase 3 of the Tewkesbury Town Centre Masterplan (March 2016) Develop new Economic Development and Tourism Strategy (March 2016)</p>

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<p>Joint Core Strategy (JCS): if the JCS fails at the examination 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>Group Manager – Development</p>	<p>JCS consultation, formal project programme, evidence base.</p>	<p>Ensure all supporting evidence is robustly presented. (July 2015). Additional examination phase (March 2016)</p>
<p>Government policy: If there is a 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>Corporate Leadership Team Group Manager – Corporate Services</p>	<p>Strategic policy network e.g. Local Government Association, CIPFA, Centre for Public Scrutiny, professional networking.</p>	<p>Ongoing review and monitoring of national landscape (ongoing action) – impact of comprehensive spending review</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>Group Manager – Finance & Asset Management</p>	<p>Office refurbishment and rationalisation, new leisure centre.</p>	<p>Review of asset portfolio (March 2016)-. Development of annual asset action plan. Development of Asset Management Strategy. (December 2015) – approved at Executive Committee 25 November 2015. Proposed design brief for Spring Gardens and Oldbury Road site being developed.</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>Group Manager – Corporate Services Group Manager – Democratic Services</p>	<p>Behaviours framework, corporate training budget, service plans, and 1:1 sessions.</p>	<p>Develop training and development programme. (December 2015) Develop new workforce strategy (December 2015) March 2016</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>Group Manager – Corporate Services</p>	<p>Communications Strategy, complaints framework, satisfaction survey. Customer services review.</p>	<p>Develop new Customer Services Strategy (March 2016) – to include corporate customer care standards. Overview and Scrutiny Committee workshop to be held in January 2016 to consider proposed strategy.</p>
<p>Delivery of Operational Services: If operational services are not effective then this may lead to customer dissatisfaction and represent a reputational risk to the Council.</p>	<p>Deputy Chief Executive Group Manager – Environment & Housing</p>	<p>Governance arrangements in place. Overview and Scrutiny Committee six monthly review.</p>	<p>Development of Client Monitoring Framework. (March 2016)</p>

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<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>Group Manager – Corporate Services</p>	<p>Corporate business continuity plan, service business plans, ICT disaster recovery arrangements.</p>	<p>Identify priority services and test plan (September 2015) – March 2016</p> <p>Business continuity arrangements to be revisited including:</p> <ul style="list-style-type: none"> • Corporate plan • Individual service plans • Testing exercise • Alternative operational base
<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>Deputy Chief Executive Group Manager – Corporate Services</p>	<p>PSN compliant, ICT Policy, Data Protection Policy, Fraud and Corruption Policy, nominated Senior Information Risk Owner.</p>	<p>Development of Information Governance Policy (July 2015), Training programme (December 2015).</p> <p>To be developed in line with proposed One Legal expansion (March 2016)</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>Deputy Chief Executive</p>	<p>Revenues & Benefits Improvement Programme</p>	<p>Work with Severn Vale Housing/Citizens' Advice Bureau/Department of Work and Pensions particularly around financial inclusion (March 2016)</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>Group Manager – Environment & Housing</p>	<p>Emergency plan and team, Communications Strategy, testing of rest centre arrangements, Flood Risk Management Group.</p>	<p>Emergency planning training (March 2016)</p>
<p>New leisure centre: If unforeseen works occur or value engineering assumptions are not deliverable then additional capital investment will be required to complete the centre.</p>	<p>Group Manager – Finance & Asset Management</p>	<p>Project management framework, approved budget, Leisure Facility Member Reference Group</p>	
<p>Tewkesbury Borough Plan: If the Tewkesbury Borough Plan fails to progress to the pre-submission stage then this will result in the failure to develop sustainable growth and prevent piecemeal development.</p>	<p>Group Manager – Development</p>	<p>Project Management</p>	<p>Progression of plan to pre-submission stage (December 2015) Will follow JCS timetable</p>
<p>Business rates: If business rate payers continue to successfully challenge their business rates assessments then the Council is likely to suffer further scheme losses and not benefit from growth in businesses within the Borough.</p>	<p>Group Manager – Revenues & Benefits Group Manager – Finance & Asset Management</p>	<p>Provisions within scheme and reserves set aside. Losses limited to 7.5% by safety net payment. Economic Development strategies to support growth and counter appeal losses.</p>	<p>Government review of national scheme – March 2016. National revaluation of business rates for April 2017.</p>