

Cheltenham Borough Council
Cabinet – 1st March 2022
Christmas Ice Rink

Accountable member	Cllr Victoria Atherstone, Cabinet Member for Culture, Wellbeing & Business
Accountable officer	David Jackson, Manager, Marketing Cheltenham, Place & Growth
Ward(s) affected	All
Key Decision	Yes
Executive summary	<p>Following Cabinet approval in September 2021, Cheltenham Borough Council took on and led the delivery of Cheltenham’s Christmas ice rink. The rink, which was located in Imperial Gardens, ran for 45 days from 18th November 2021 to 2nd January 2022.</p> <p>It welcomed a total of 43,563 skaters, making a significant contribution to Cheltenham’s festive offering and providing a much needed boost to town centre footfall and trading after such a challenging period. Footfall exceeded even pre-pandemic levels, retailers reported record takings and our own car parks were the busiest they have been for two years.</p> <p>Financially, the rink covered its costs and made a small £5k surplus, with clear scope for this to be built upon with the learnings from year one. This paper provides an evaluation of the delivery and outcomes of the ice rink and draws conclusions on these principal learnings that should inform any future decisions on delivering a Christmas ice rink in 2022 or future years.</p> <p>Taking these learnings into account, this paper puts forward a recommendation that the Council makes an early commitment to organise and deliver an ice rink for Christmas 2022, allowing sufficient time to secure the necessary planning consents, undertake a robust procurement of an operator and to implement the other proposed changes that will build and improve upon the delivery, financial performance and wider outcomes achieved in 2021.</p>
Recommendations	<p>That Cabinet:</p> <ol style="list-style-type: none">1. Notes the overall success of the ice rink in 2021 and the impact of the ice rink on residents and Imperial Gardens, as set out in Section 6;2. Agrees to provide a temporary ice rink in Cheltenham for the 2022 Christmas period, subject to:<ol style="list-style-type: none">a) a fully costed business case;b) securing the necessary planning consents;c) procuring an operator;d) the final commitment being brought back to Cabinet for approval.

3. Agrees to fully assess the ability to deliver fixed power infrastructure as identified in the Council's interim events strategy.

<p>Financial implications</p>	<p>The financial case for the ice rink hosted by CBC for Christmas 2021 was that the event would at a minimum break even and not require a net contribution from the general fund. A sum of £75k was identified as part of the 2020/21 outturn report for the creation and contribution towards an event in Cheltenham to support the town's economic recovery. This was allocated to cover any net losses which may have arisen given the uncertainty around the delivery which may have been impacted by COVID-19 restrictions.</p> <p>A small net profit was generated by the event, when staffing costs are excluded. Although the direct return is modest, other areas of our budget experienced significant benefits. Increased footfall into the town in December 2021 meant that off-street car parking income met the budgeted target for the first time since March 2020. This is in large part down to the Christmas events, including the ice rink which were hosted during this period.</p> <p>Further opportunities have been identified in this paper to increase the net contribution such events can make to the general fund budget. These will be fed into business case proposals for a similar event for Christmas 2022 and the new business model for Marketing Cheltenham. A fully costed business case for such an event, including any financial contributions required will be presented to Cabinet in 2022/23.</p> <p>Contact officer: Gemma Bell, Gemma.Bell@cheltenham.gov.uk, 01242 264124</p>
<p>Legal implications</p>	<p>Section 145 of the Local Government Act 1972 grants a wide power to local authorities to provide entertainment. The powers also permits the charging of admission fees and the setting aside of areas of parks or 'pleasure grounds' for that purpose.</p> <p>This type of service will fall within the 'light-touch regime' which means that it does not meet the threshold of £5,336,937 (inc. VAT) to be competitively tendered via the Find a Tender Service (replacement for OJEU). However, the Council will need to follow its contract rules.</p> <p>Contact officer: One Legal, legalservices@onelegal.org.uk, 01684 272696</p>
<p>HR implications (including learning and organisational development)</p>	<p>There are no HR implications to be considered</p> <p>Contact officer: Clare Jones, clare.jones@publicagroup.uk, 01242 264364</p>
<p>Key risks</p>	<p>Risk assessment at Appendix 1</p>
<p>Corporate and community plan Implications</p>	<p>Through Cheltenham Borough Council's Recovery Strategy and the Cheltenham Economic Recovery Task Force, supporting the reopening, reinvention and revitalisation of the town centre has been identified as a clear strategic priority in helping to drive the town's economic recovery. Creating more compelling reasons for people to come into the town, including a wider range of experiences that are able to stimulate increased</p>

	<p>footfall – such as a Christmas ice rink - have been recognised as an important way of achieving this. This is further reinforced in the Council's interim events strategy.</p>
<p>Environmental and climate change implications</p>	<p>By its very nature, at times an ice rink inevitably requires a relatively high power supply to maintain the temperature and integrity of the ice. As set out in the risk assessment, any environmental impact from the use of an ancillary power supply will be minimised where possible through the use of an eco/hybrid or bio-fuel generator(s). In response to the Council's own commitment and response to the climate emergency, the installation of an additional, permanent power supply into this and other event sites remains a priority. This report recommends the investigation of how a fixed power infrastructure can be delivered.</p> <p>Learnings from the 2021 event will be applied, including the implementation of robust and effective noise mitigation measures, reduced impact of light spill/pollution affecting residential areas and improved site dressing and aesthetics.</p> <p>Once again, the provision of additional bins will be budgeted for in the event plan with additional recycling and collection services in and around the rink.</p> <p>Alternative travel and access plans will also be put in place, including joint comms with stagecoach for local bus and P&R services including potential ticket incentives.</p>
<p>Property/Asset Implications</p>	<p>The ice rink will be located on Council land. A licence application may be required by the operator setting out the conditions of using this land. This would include repair of any damage to the land once the ice rink and infrastructure is removed.</p> <p>As part of any licence application, the operator would be required to complete a full risk assessment, method statement and provide evidence that Public Liability Insurance was in place for the event.</p> <p>Should this responsibility fall to Marketing Cheltenham as the organiser on behalf of the Council, there will need to be sufficient budget and resource included in the financials to cover these requirements.</p> <p>Contact officer: Gemma.Bell@cheltenham.gov.uk</p>

1. Purpose

- 1.1.** This purpose of this report is to provide Cabinet with an evaluation of Cheltenham's Christmas ice rink – from its operational delivery and financial performance through to its wider economic impact. It goes on to draw conclusions and highlights learnings for the future, should the Council wish to make a Christmas ice rink an annual event for the town.

2. Background

- 2.1.** For a number of years, Cheltenham has aspired to host an ice rink as part of its Christmas offering. This aspiration was finally realised in 2021 following the Council's decision (Cabinet, 14th September 2021) to take on the organisation, delivery and financial underwriting of a rink in Imperial Gardens.
- 2.2.** This followed earlier work by Cheltenham BID who had already secured an operator. However, with the timing of the BID's renewal ballot in 2021 and uncertainty around their capacity and financial resource to be able to take on the delivery of an event of this scale, the Council stepped in to take this on.
- 2.3.** Planning permission was subsequently approved at Planning Committee on the 14th October 2021 for the rink to occupy the South West quadrant of Imperial Gardens (in front of the Queens Hotel), with the build commencing little more than three weeks later on Friday 5th November 2021.
- 2.4.** The Council committed investment in the event to support the town's continued economic recovery following the challenges of the pandemic, and to provide a much-needed stimulus to help bring visitors and our communities back into the town during this vital trading period. The investment was aligned to both the Council's own Recovery Strategy and the Cheltenham Economic Recovery Task Force's Business Plan - as well as the Council's ongoing programme of activity through its Welcome Back Fund and our events strategy. The prospect of an ice rink was welcomed by local business and residents due to the economic benefits it would bring.

3. Ticket Sales and Visitor Numbers

- 3.1.** Cheltenham's Christmas ice rink was officially opened by the Mayor of Cheltenham on Thursday 18th November 2021. Aside from Christmas Day, the ice rink then operated daily, with between 10 and 12 sessions a day, through to Sunday 2nd January 2022, a total of 45 days of operation.
- 3.2.** At 500 square metres, the rink had a maximum capacity of 167 skaters per session, which was consistent with the industry standard as recommended by the IRMA, the UK's governing body for the management of ice rinks. The rink itself was housed within a clear-roofed marquee, with additional space for the skate exchange/changing areas and spectators along one side. At all times operation was led by the changing nature of Covid-19 and the control measures that arose from that, led by the government guidance.
- 3.3.** Our pricing strategy reflected the anticipated peaks and troughs in demand and were benchmarked against competitor rinks and events. Skate prices ranged from £8 for children and £9.50 for adults during midweek/off-peak times up to £10 for children and £12 for adults on the peak days (e.g. Christmas Eve). Family tickets and additional concessions were also available

throughout, as well as weekly sensory sessions and heavily discounted pre-school sessions during midweeks.

Table 1 - Ice rink ticket pricing

	Cheltenham				Notes
	Low (£)	Mid (£)	Peak (£)	Premium (£)	
Adult	9.5	10.8	12	14	16 +
Child	8	9	10	12	to 15
Family	32	36	40	48	2 Ad + 2 Ch or 1 Ad + 3 Ch
Special young (pre-school) family sessions	20	N/A	N/A	N/A	Specified dates
Concession	8.5	9.5	10.5	12.5	NUS, 60+
Accessible Adult	9.5	10.8	12	14	1 Adult + 1 carer
Accessible Child	8	9	10	12	1 Child + 1 carer
Booking Fee	1.5	1.5	1.5	1.5	£1.50 booking fee per transaction
Skate Aid	5	5	5	5	Bookable at the rink only
Cloakroom per item	1	1	1	1	Bookable at the rink only

Prices in £ inclusive of VAT unless stated

Other ticket types

Schools £4.80 per child with teachers/staff foc

Adults groups of 20 upwards receive 20% discount

Childrens groups of 10 upwards received a 20% discounts. Adults pay the standard adult rate for that session

Exclusive use of the rink - off

peak £760 + VAT

Exclusive use of the rink -

peak times £960 + VAT

No Child Left Behind – free

tickets for 275 families

- 3.4.** Tickets could not be sold prior to the final planning approval, leaving a short lead-in time, Despite this, ticket sales matched and exceeded expectations set out in the initial business case, demonstrating the demand for the facility.
- 3.5.** Over the 45 days of operation, the ice rink welcomed a total of 43,563 skaters. Against an original forecast of between 30,000 and 40,000, it resulted in an average occupancy/utilisation of c.53% of overall capacity, or just under 1,000 skaters on average per day.
- 3.6.** The rink was busier at the weekends and during school holidays. This resulted in many sessions during the day selling out, and with overall daily capacities regularly averaging upwards of 85-90%.

3.7. Outside of these times, sales were much lower, particularly during midweek. Bookings from school groups, clubs and corporate bookings were lower than anticipated, possibly due to the short lead-in period meaning that many groups of this nature had already committed to other events. The ice rink should not face the same issue in 2022 thanks to an extended sales period.

3.8. Equally, the growing concern over November and into December around the Omicron variant meant that groups, particularly schools and children's clubs, were understandably cautious to commit to external events/gatherings. The initial business case did not consider the impact of a new variant, which inevitably affected ticket sales and the likelihood of schools and families attending. It further underlines the success of the event that overall sales exceeded expectations despite this factor.

3.9. The vast majority of ticket sales were made online in advance (via the visitcheltenham.com website and box office system provided by Ticket Source), although a physical on-site box office was also in operation throughout, which proved effective at taking on-the-day sales. A number of promotional offers and collaborations with local partners were also put in place, which helped to drive ticket sales. Collaborations with The Jockey Club, TURF (the collective of c.40 independent restaurants in Cheltenham) and the NHS for their local staff were amongst the best performing.

3.10. The partnership with No Child Left Behind was perhaps the most effective. Thanks to additional funding, this saw up to 275 families in Cheltenham offered free family tickets to the ice rink in the lead up to and over the Christmas period. Additionally, every school in Cheltenham was provided with special codes entitling any child in receipt of free school meals to half price tickets. In total, this meant that more than 500 of our most vulnerable families were able to enjoy free or discounted ice skating.

3.11. The co-ordinated launch and promotion in the four weeks prior to the event was delivered by Marketing Cheltenham. This campaign – incorporating Cheltenham's wider Christmas offering, including both the Christmas Market and ice rink – was part-funded through our Welcome Back funding and helped to drive record-breaking visitor numbers to the visitcheltenham.com website and its Christmas and ice rink content and booking pages. The integrated, multi-channel campaign across digital, radio, buses and print media helped to deliver over 2 million impressions and drive more than 700,000 page views to our visitcheltenham.com website alone, including 300,000 views of the Christmas videos.

4. Financials

4.1. Income

4.1.1. Revenue from the 43,563 ticket sales came to a gross sum of £408,672 (inc. VAT) and therefore a net income of £340,560 (after VAT).

4.1.2. With an average capacity over the 45 days of operation of 53% and an average ticket value of £7.82, this figure exceeded our original break-even forecasts (net revenue of £295,219) based on 46.5% of capacity and an £8 average value.

4.1.3. In addition to the ticket sales themselves, an additional source of revenue was from the hire of penguin skate aids (£5 ea.) and cloakroom (£1 ea.) at the rink itself. Gross revenue from these totalled £23,004 (inc. VAT) and therefore a net income of £19,170.

4.1.4. Income from sponsorship and advertising fees (which included sponsorship of the skate aids as well as the advertising panels surrounding the rink) totalled a further £23,300 (net), with additional in-kind contributions from local accommodation partners helping to offset costs elsewhere. Given the very narrow window in which to secure a lead sponsor (other than CBC) this total was below the original £40,000 target.

4.1.5. In total therefore, after the deduction of VAT (at 20%) on ticket sales, skate aid hire and cloakroom fees and processing fees charged by the booking system provider (6.7%), our total net revenue was £384,200.

4.2. Costs

4.2.1. After taking on delivery of the event, a number of additional costs arose that were not covered by the business case. Direct costs (to 11th Hour) increased by c.8% on the original proposal. This increase was largely attributable to increased build and structure costs (following full site appraisal and build/de-rig requirements), plus the originally unforeseen costs of noise mitigation measures.

4.2.2. Other costs outside of the 11th Hour contract were also higher than originally forecast, largely in connection to noise mitigation, plus additional fuel costs and the provision of additional toilets, lighting and security.

4.2.3. The total cost therefore came to £378,822 + VAT. This does not include any allocation of staff time from existing budgets nor the marketing that was facilitated through the Welcome Back funding.

4.2.4. The financial position on the ice rink therefore is a small net surplus of £5,378 (subject to final audit/checks).

4.2.5. **Table 2 - Financial summary (full financial breakdown in appendix)**

Income	£
Ticket Sales	340,560
Skate Aids & Cloakroom	19,170
Sponsorship & Advertising	23,300
Other	1,170
Sub Total	384,200
Costs	
Sub Total	-378,822
Surplus/Deficit	5,378

*All figures net of VAT

5. Economic Impact

- 5.1.** There is strong evidence that this event played a significant role in driving increased visitors, footfall and custom into the town.
- 5.2.** Cheltenham town centre (both High Street and Promenade) saw significant increases in footfall, exceeding pre-pandemic levels (2019) over both November and December despite the emergence and increasing concern around the Omicron variant during this period. Footfall in December alone topped two million (2,023,077), up almost 14% on 2019.
- 5.3.** Our extensive post-Christmas survey was completed by 649 respondents – representing well over 2,000 visitors (taking into account family groups/party sizes) to Cheltenham over the Christmas period. Preliminary results from this highlights just how influential the ice rink was in attracting people into Cheltenham – and the additional time that was then spent in the town and other activities undertaken as a result:

Headline results include:

- 97% of respondents had visited Cheltenham town centre during the Christmas period.
 - 85% of respondents had visited the ice rink; 69% had visited the Christmas Market.
 - 69% were local residents or work in Cheltenham; 31% were visitors.
 - 83% said visiting the ice rink was the main reason for visiting the town on that day (29% for the Christmas Market).
 - Other than visiting the ice rink or Christmas Market, 68% of respondents also went shopping in town; 69% bought something to eat or drink in the town.
 - 75% of respondents recognised the Christmas in Cheltenham and Ice Rink marketing campaign.
 - 90% of respondents visited the Promenade/Montpellier areas of the town; 75% the High Street; 29% The Suffolks, Tivoli or Bath Road; 28% Pittville.
 - When asked how likely would you be to recommend a visit to Cheltenham to your friends/family (0 being very unlikely, 10 being very likely), Cheltenham scored an average of 8.15.
- 5.4.** The full results of the survey will be made available in March – which will include a calculation of the additional spend and economic impact of the ice rink.
- 5.5.** As referred to in the above survey, the Business Improvement District (BID)'s new Christmas Market this year also played its part in bring people into town - as did the traditional Cotswolds Christmas Market, which traded particularly well in its new location on the High Street. The number of stalls at the main market was much lower than hoped however, resulting in a smaller footprint and loss of the planned connection and join-up with the ice rink in Imperial Gardens. This reflected a national picture of traditional Christmas market activity.
- 5.6.** Aside from the Christmas Markets, feedback from the 'bricks and mortar' retail sector indicates that shoppers were also spending on the high street. Cheltenham BID has reported that many town centre retailers saw impressive sales figures for the Christmas period – with two national

chains having experienced the highest trading figures within their chains of anywhere else in the entire country on particular days.

- 5.7. Our CBC-controlled car parks also saw their busiest two months since pre-pandemic levels and exceeded car parking income targets in December, despite the impact of the Omicron variant on consumer confidence in the lead up to Christmas.

6. Impact on Residents/Gardens

- 6.1. The Council's decision to commit to bringing an ice rink to Cheltenham and Imperial Gardens was made subject to securing additional planning permission. This permission was granted at the Planning Committee on 14th October 2021. In reaching the decision, the Committee accepted the use of a generator as the main power source, due to the insufficient supply of mains electrical power in Imperial Gardens, which required an additional planning condition to be applied.
- 6.2. A noise impact report was commissioned and completed prior to the installation of the generator. The consultant's submitted report was formulated in accordance with the relevant BS 4142 with valid data and mitigation measures identified. The report and noise impact assessment concluded that the running of the generator would result in a conclusion of low impact. Upon approval by both Environmental Health and Planning, this condition was discharged.
- 6.3. Despite the recommended noise mitigation measures having been implemented, a particularly low frequency vibration from the generator prompted noise complaints from some of the residential properties surrounding Imperial Gardens. In response to this, event managers worked closely with colleagues in Environmental Health, the ice rink operator 11th Hour and acoustic consultants to address the concerns. This resulted in the purchase and installation of a large exhaust attenuator to reduce its impact. At all times, ward members and residents were kept informed of the measures being implemented.
- 6.4. The use of a diesel generator was necessary to deliver the event – however, it is recognised that this was not aligned with the Council's future climate change commitments. We are committed to reviewing how to deliver power to events in the future, which in the short term at least should be of a hybrid or bio-fuel type and be as eco-friendly as possible. Beyond this, the capital investment required to install sufficiently up-rated fixed power supplies to our main events sites should be explored as a priority and this forms a recommendation of this report.
- 6.5. Throughout the ice rink's operation, an ongoing and constructive dialogue was maintained with local residents, which has continued since the event's close. The concerns raised by residents were as follows:
- light pollution caused by the direction of floodlights towards residential areas. This was swiftly resolved at the time with the introduction of timers and a change in their orientation.
 - Prior concerns over the general noise levels from skaters and the rink itself (including background music) caused fewer issues with the marquee and entrance/exit doors helping to mitigate sound levels. However, the need for ventilation later into the rink's operation with the onset of the Omicron variant reduced this effect.
- 6.6. A general concern expressed by some residents related to the size and appearance of the rink structure and associated plant and machinery. Whilst the perimeter fencing and (limited) external dressing had helped to an extent, the presence of a large white marquee in Cheltenham's

principal parade gardens for two months was felt to be overly obtrusive – and meant the loss of a valued amenity for those wishing to enjoy the gardens in the way they normally would.

- 6.7.** The planning and management of an event build and de-rig of this size in Imperial Gardens was always going to be challenging and, given this was the first time, there are inevitably learnings to be taken from this – particularly in relation to the scheduling and movement of HGVs and large plant and machinery in such a confined space, with residential properties surrounding.
- 6.8.** The siting of the rink in Imperial Gardens meant that reinstatement of the grass in and around the immediate event footprint was inevitable. However, the use of track-matting in large areas of the gardens for both the build and de-rig ensured that the extent of the gardens requiring reinstatement was significantly reduced and the gardens beyond the rink footprint itself were largely protected, with the beds all continuing to flower. Reinstatement of the damaged grass commenced immediately following the clearance of the site and was complete within 3-4 days. The flower beds in this quadrant will be planted in April.

7. Ice Rink Operation & Event Management

- 7.1.** The Council adopted the operator (11th Hour) following an earlier procurement by Cheltenham BID, waiving the Authority's contract rules pursuant to contract rule 6.1.1 to appoint the event manager, The operating model and contractual arrangements were largely in place therefore – the basis of which was for 11th Hour to provide and operate an ice rink on behalf of Cheltenham Borough Council, with all costs to be borne by the Council. The Council then retained the net proceeds of ticket sales and any associated sponsorship or advertising revenue.
- 7.2.** Despite the challenges associated with the delivery of the event, it was a calculated and worthwhile risk for the Council to underwrite the cost of delivery, due to the likelihood of recovering these costs and supporting Cheltenham's economic and community recovery.
- 7.3.** The emergence of the Omicron variant during the ice rink's period of operation did inevitably pose additional challenges, requiring both 11th Hour and Marketing Cheltenham/CBC to be responsive and proactive in working within the changing circumstances and remaining compliant with all Covid guidelines. The support and guidance provided by colleagues from the Environmental Health team throughout the event was invaluable in ensuring the event remained safe and compliant.

8. Conclusions

- 8.1.** The ice rink can be seen as an overall success, both for Cheltenham and its communities, particularly considering the challenges faced in the last two years as a result of the pandemic. The surveys undertaken demonstrate that it made a material difference
- 8.2.** The boost that the ice rink provided to the town and its economic recovery should perhaps be seen as the biggest achievement. On this fact alone, there is a strong case to bring the ice rink back in 2022 and, going forward, for this to become a key part and a driver of Cheltenham's annual Christmas offering. To deliver in 2022 with a CBC led procurement within a planned programme that incorporates the lessons learnt would give the opportunity to properly test the ice rink within a commercial model.

8.3. Should the Council decide to deliver an ice rink again in 2022, the following factors should inform its approach:

- i. Increased lead-in time to undertake our own procurement of an operator, allowing greater control over the set-up, contractual terms and costs – and the likelihood therefore of achieving cost savings and a greater financial return.
- ii. Continuing a business-case-led approach to fully understand financial risk.
- iii. Increase ticket sales to schools, groups and corporate bookers.
- iv. Greater time to review the size, scale and orientation of the rink and structures to ensure they are optimised for scale and efficiency with the minimum impact on residents and the gardens.
- v. Identification and implementation of alternative (cleaner/greener) source(s) of ancillary power for the ice rink.
- vi. Continuing to work with residents and ward members to identify, verify and implement proven and appropriate noise, light and visual impact mitigation measures.
- vii. Improving the connection between the town, Christmas Market and other events in order to create a more joined-up visitor experience and coherent Christmas offering.
- viii. Including event management resources in the cost of delivery of the event.

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Appendices	<ol style="list-style-type: none"> 1. Risk Assessment 2. Financial table – <i>exempt under Schedule 12A of the Local Government Act 1972, para. 3: information relating to the financial or business affairs of any particular person (including the authority holding that information).</i>
Background information	N/A

Appendix 1 – Risk Assessment

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
1	Financial – Potential exposure to financial loss should costs exceed income from ticket sales and sponsorship.	CBC	01/03/22	4	3	12	Reduce	<p>Ensure sufficient lead-time to secure sponsorship and to maximise commercial opportunities.</p> <p>Continue to invest in effective marketing and sales strategy, with sufficient lead-time to maximise ticket sales.</p> <p>Rink will be an all-weather structure with a roof and will therefore continue to operate during spells of poor weather.</p> <p>Limited scope for Covid-related insurance for an event of this nature, however, CBC will need to agree the position with the rink operator about payment of costs should the event</p>	Dec 2022	David Jackson	Transfer to Clearview if recommendation to support

								need to be cancelled at any stage before or during the event - although there will inevitably be some costs to that point that will be lost and refunds on tickets sold will be necessary.			
2	Reputational – Should the rink go ahead, there is the potential that local residents/ community and businesses in/around Imperial Gardens will be negatively impacted	CBC	01/03/22	3	3	9	Reduce	Ongoing liaison with planning team and consultees, including local residents and ward councillors. Noise, light, visual impact, traffic and anti-social behaviour impact mitigations to be implemented where required and able. Neighbouring businesses to be engaged in collaborative package/value-add opportunities.	Dec 2022	David Jackson	Transfer to Clearview if recommendation to support
3	Reputational – After the success of 2021, the ice rink does not return in 2022 resulting in a negative public and business reaction and potential	CBC	01/03/22	3	2	6	Reduce	Communications and messaging will need to explain decisions in light of the risks but with commitment to alternative event/support and	March 2022	David Jackson	Close post Cabinet meeting

	reputational damage to CBC							wider Christmas offering.			
4	Environmental – requirement for generators due to insufficient power supply; additional waste and additional pressure on local roads/traffic; potential damage/impact on Gardens and flower beds	CBC	01/03/22	3	2	6	Reduce	<p>Use of generators to be minimised and conditional on them being eco-friendly/bio-fuel type.</p> <p>Following learnings from 2021, fully tested and verified noise mitigation measures will be implemented.</p> <p>Provision of additional bins, recycling and collection services will be budgeted for.</p> <p>Alternative travel and access plans will be put in place, including joint comms with stagecoach for local bus and P&R services including potential ticket incentives.</p> <p>Budget for reinstatement of any damaged ground/flower beds</p>	Nov 2022	David Jackson	Transfer to Clearview if recommendation to support

								will again be built into the budget			
<p>Explanatory notes</p> <p>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)</p> <p>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)</p> <p>Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											