

Cheltenham Borough Council - Risk Register - 31 August 2023

Risk Details	Risk Manager	Current Assessment	Control Details	Risk Action	Review Date
Medium Term Financial Strategy - If CBC 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.	Gemma Bell	Impact - 5 Probability - 4 Score - 20	Commercial strategy & activities Ongoing reviews Cabinet engagement - budget proposals Targets for workstreams/services	Reduce	31/12/2023
Minster Innovation Exchange - If the developer, Workshop Cheltenham, are unable to deliver the building within the current agreed budget then CBC may not achieve the required return on its investment.	Gareth Edmundson	Impact - 5 Probability - 4 Score - 20	Review & ongoing support from RPA Appointment of internal construction expertise Restructure of project roles Close scrutiny of full project risk register by exec & members	Reduce	30/09/2023
If we have inadequate waste/recycling infrastructure/funding in place for the future then it may impact on the services we can provide to our residents.	Karen Watson	Impact - 4 Probability - 5 Score - 20	Mitigate EA issues & resourcing	Reduce	04/09/2023
Cost of Living Crisis - If the cost of living crisis continues with energy, interest & other costs driving up inflation then it will impact on the councils financial stability & our ability to deliver services & major developments as well as having a negative impact on our customers & staff.	Gareth Edmundson	Impact - 4 Probability - 5 Score - 20	Ensure sign posting in place for support. Availability of community grants for funding.	Reduce	03/09/2023
Leisure & Culture Venues - If the council does not have a long term vision & investment plan in place for its leisure & culture venues then significant unplanned maintenance, repairs & investment may be required to keep the venues running & it may undermine the ability of the Trust (or any future provider) to run leisure & culture services in a profitable way.	Richard Gibson	Impact - 4 Probability - 5 Score - 20	Phase 2 sports strategy Options appraisal of leisure venues	Reduce	30/09/2023

Cheltenham Borough Council - Risk Register - 31 August 2023

Golden Valley Development - If the development does not achieve the anticipated investment return to CBC then the project objectives will not be met. (The anticipated investment return to CBC is set out in the Financial Model & draft Business Case in the Development Agreement.)	Paul Minnis	Impact - 4 Probability - 4 Score - 16	Ongoing gate reviews at key decision points Appointment of internal construction expertise Close scrutiny of full project risk register by exec & members	Reduce	30/09/2023
Impact of lack of 5 Year housing l& supply - If, based upon current evidence Cheltenham does not have a 5 year housing land supply then an action plan needs to be put in place to address this.	John Spurling	Impact - 4 Probability - 4 Score - 16	Prepare a Housing Delivery Action Plan	Reduce	01/06/2023
Ubico Service Disruption - If union members agree to strike following a ballot, then waste & recycling services may be seriously disrupted & some cancelled causing reputational damage & expensive catch up arrangements.	Karen Watson	Impact - 4 Probability - 4 Score - 16	Contingency planning to reduce operational & financial impact	Reduce	10/07/2023
Cheltenham Trust - If the Trust is unable to deliver on its five year business plan & run leisure & culture services in a profitable way (within context of cost of living crisis) then the council may incur financial costs to ensure the organisation remains solvent.	Richard Gibson	Impact - 4 Probability - 4 Score - 16	Indendent Financial Review Regular governance meetings Contract management Manage the collection Monitoring the impact of the reopening of the Wilson Leisure @ Options appraisal	Reduce	31/11/2023
High Street Defects - If the defects to the High Street are not resolved by external copanies then CBC may have to rectify at their own cost.	Claire Hughes	Impact - 4 Probability - 4 Score - 16	Civil Procedure Rules P35 Report QC Opinion High Street Defect Action plan Cost Plan	Reduce	30/09/2023

Cheltenham Borough Council - Risk Register - 31 August 2023

Cheltenham, Gloucester & Tewkesbury Strategic & Local Plan - If there is a failure to gain political consensus across the partners to reach key milestones & failure to adequately resource work then this would impact on reaching milestones which would lead to delay, costs, lack of delivering statutory part of development plan & potential special measures.	John Spurling	Impact - 4 Probability - 4 Score - 16	Joint Advisory Group JSP Task Group Planning & Liaison Member Working Group JSP Programme Management	Reduce	04/09/2023
Carbon Neutral - If we fail to make Cheltenham carbon neutral by 2030 then we will not achieve our corporate objectives.	Gareth Edmundson	Impact - 4 Probability - 4 Score - 16	Employ a climate emergency programme officer Climate change funding Climate change county level co-ordination Create net zero partnerships Secure adequate tools & resources to enable the delivery of the	Reduce	31/11/2023
Cyber Security - If CBC have a cyber security breach then this could impact the Council's ability to deliver services leading to resident hardship, financial loss & reputational damage.	Ann Wolstencroft	Impact - 4 Probability - 4 Score - 16	Cyber security controls (Publica ICT) Cyber Attack - business continuity planning Cyber Training for staff & members	Reduce	31/10/2023
Budget Deficit Reserve - If the Budget Deficit (Support) Reserve is not suitably resourced, insufficient reserves will be available to cover anticipated future deficits, resulting in the use of General Balances, which will consequently fall below the minimum required level as recommended by the Section 151 Officer in the Council's Medium Term Financial Strategy.	Paul Jones	Impact - 5 Probability - 3 Score - 15	Ongoing Reviews Strengthen Reserves	Reduce	31/10/2023
Gloucestershire Airport - If the income from the airport does not cover the cost of borrowing then Cheltenham Borough Council may be in a detrimental financial position.	Paul Jones	Impact - 5 Probability - 3 Score - 15	Ongoing financial monitoring & contract management.	Reduce	31/08/2023

Cheltenham Borough Council - Risk Register - 31 August 2023

Energy Costs (Gas & Electric) - If energy costs keep rising / fluctuating as per the current market then it impacts on our ability to accurately budget/forecast expenditure & may impact on our the investments we can make in projects / programmes whilst still being able to achieve our MTFS.	Gemma Bell	Impact - 5 Probability - 3 Score - 15	Provide awareness training for staff to highlight their role at an individual level Ensure responsibilities for energy management are clearly defined and allocated within each operational asset Reduce operational energy demand through investment in renewables and improved insulation, together with heating and lighting controls with external gatekeeping processes	Reduce	30/09/2023
Financial impact of Environment Act 2021 - If the new act results in less valuable recycling materials then there will be a negative impact on income.	Karen Watson	Impact - 5 Probability - 3 Score - 15	Increase public participation in waste reduction Maximise recycling offtake income & reduce collection/disposal Activity to reduce risk	Reduce	04/09/2023
Difficulties in recruitment - If we are unable to recruit effective candidates for our vacant roles then we may be unable to deliver corporate plan ambitions & effective operational services leading to increased costs & reputational damage.	Ann Wolstencroft	Impact - 3 Probability - 4 Score - 12	Ensure wide exposure social media etc Grow your Own - Apprentices & Graduates Review of applicant response rates by channel	Reduce	31/11/2023
Afghan Resettlement - If hotel accommodation across the UK for Afghan households is closed then this could lead to households becoming homeless across the UK.	Martin Stacy	Impact - 3 Probability - 4 Score - 12	Examine Local Authority Housing Fund Round 2 potential funding	Reduce	30/09/2023
Asylum Seekers - If accommodation is sourced for asylum seekers without intelligence being shared from relevant services, then the community cohesion of the area may be adversely affected.	Martin Stacy	Impact - 4 Probability - 3 Score - 12	Protocol arrangements with partners Cheltenham & county-wide focused partnerships	Reduce	30/09/2023
Homes for Ukraine Scheme - If the relationships between Ukrainian guests & sponsors break down &/or accommodation arrangements are not continued then this may lead to a greater need for temporary accommodation, homelessness therefore increasing costs to the council.	Martin Stacy	Impact - 3 Probability - 4 Score - 12	Rematching with new sponsors Local Authority Housing Fund Collaborative arrangements with CBH G'shire CC	Reduce	30/09/2023

Cheltenham Borough Council - Risk Register - 31 August 2023

Business Rates Retention - If income streams from the introduction of the business rates retention scheme in April 2013 are impacted by the loss of major business & the constrained ability to grow the business rates in the town then the MTFS budget gap may increase.	Gemma Bell	Impact - 4 Probability - 3 Score - 12	Part of Gloucestershire Pool Ongoing monitoring of performance Work with LEP	Reduce	30/06/2024
Ability to resource/manage multiple concurrent incidents - If we have multiple concurrent incidents we may not be able to resource them all & this will impact effectiveness of response & impact business continuity.	Gareth Edmundson	Impact - 4 Probability - 3 Score - 12	LRF Tactical Comm& Group Meetings Emergency Planning LRF Strategic Comm& Cabinet Engagement - Budget proposals P&emic risk controls	Reduce	30/09/2023
Poor risk management - If the council does not have a robust & effective approach to risk management then then it may result in financial losses, failure to achieve corporate priorities, litigation & reputational damage.	Ann Wolstencroft	Impact - 3 Probability - 3 Score - 9	Updated Risk Management Policy Risk Management Training Leadership Team Risk Discussions Directorate Risk Discussions Risk Maturity Audit Risk Reporting to Audit committee	Reduce	31/11/2023
Leisure & culture services - If the council does not begin to plan the long term provision of leisure & culture services then it will be unclear about the scope of reprocurement of services beginning in 2027.	Richard Gibson	Impact - 3 Probability - 3 Score - 9	Long term commissioning strategy Agree extension to TCT contract (up to 5 years)	Reduce	30/09/2023
Failure to make the Council Carbon Neutral by 2030 - If we fail to make the Council carbon neutral by 2030 then we will not achieve our corporate objectives.	Gareth Edmundson	Impact - 3 Probability - 3 Score - 9	Employ a climate emergency programme officer Climate Change Funding Climate Change County Level Co-ordination Climate Change Investment Strategy Climate Emergency Action Establish a Climate Emergency Programme Board Secure adequate tools & resources to enable the delivery of the	Reduce	31/11/2023
Rough Sleeping Accommodation - If there is insufficient emergency accommodation for households to access in times of emergency (e.g. extreme cold weather) or overnight emergency, then there could be injury to the household.	Martin Stacy	Impact - 3 Probability - 3 Score - 9	Improving pathways Additional emergency accommodation provision	Reduce	31/10/2023

Cheltenham Borough Council - Risk Register - 31 August 2023

Marketing Cheltenham - If Marketing Cheltenham do not generate the right level of commercial income then it may not achieve the financial targets outlined in the business case.	Tara Sanchez	Impact - 3 Probability - 3 Score - 9	Review Marketing Cheltenham membership package Review SLAs Quarterly full budget review	Reduce	31/10/2023
Climate SPD has Limited application/utilisation - If the measures set out in the SPD are not used in planning decisions then it will have no impact on the contribution which development makes towards climate change.	Tracey Birkinshaw	Impact - 3 Probability - 3 Score - 9	Embed SPD into planning team processes	Reduce	31/10/2023
Climate: Failure to support nature & biodiversity - If we fail to deliver projects to support nature, then there will be a potentially irreversible impact on local biodiversity due to climate change, with implications for the well being of our communities.	Gareth Edmundson	Impact - 3 Probability - 3 Score - 9	Continue to support volunteer activity promoting biodiversity Review CBC contribution to achieving objectives within the Ensure effective implementation of planning requirements in Review the potential for using CBC land to support nature and attract BNG/SANG funding where this is the most cost-effective long term option	Reduce	31/11/2023
Rough Sleeping Initiative Funding - If DHLUC reduce/end RSI funding (£1m/year county-wide), with the expectation that services will be baselined into council budgets from April 2025 onwards then existing Rough Sleeping prevention services will either cease, or CBC will have to build funding into our own budgets in order for services to continue.	Martin Stacy	Impact - 3 Probability - 3 Score - 9	Use of Homelessness Prevention Grant Lobby Government on potential impact of reduced funding	Reduce	22/12/2023
GARAS support services for asylum seekers & refugees - If there is a change in leadership or staffing at GARAS, then the organisation may be less effective in supporting the needs of asylum seekers and refugees.	Martin Stacy	Impact - 2 Probability - 4 Score - 8	Regular contract monitoring & info sharing by the county	Reduce	29/09/2023
Compliance with Property Legislation & Regulations - If we are not compliant with relevant legislation / regulations in all operational CBC properties then this may result in accidents resulting in reputational damage, fines and potential corporate manslaughter charges.	Gemma Bell	Impact - 4 Probability - 2 Score - 8	Recruitment of Compliance Officer External Advisors Review of registers & risk assessments	Reduce	31/12/2023

Cheltenham Borough Council - Risk Register - 31 August 2023

Risk of requirement to return ERDF grant funding - If MHCLG's value for money assessment deems CBC not to have delivered within acceptable boundaries and / or outputs do not fulfill original funding contract, then there is the risk that CBC will need to return funds to MHCLG.	Sophie Barton	Impact - 3 Probability - 2 Score - 6	Narrative to MHCLG Ensure existing projects must be delivered Ensure timely defrayal of all outstanding invoices Liaise with One Legal re contractual agreement Reduce the risk by submitting Project Change Request 3	Reduce	30/09/2023
Rough Sleeping - If county-wide commissioning arrangements are incohesive, then funding opportunities may be lost and/or services may end/not be commissioned.	Martin Stacy	Impact - 3 Probability - 2 Score - 6	Programme Management Group Member Training of Neighbourhood Panel	Reduce	22/12/2023