

## Cheltenham Borough Council - Corporate Risk Register - 17 January 2024

Ref	Risk Details	Risk Manager	Current Assessment	Control Details	Risk Action	Review Date
338	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 - 5 Score - 25	<ul style="list-style-type: none"> <li>- Review &amp; ongoing support from RPA</li> <li>- Appointment of internal construction expertise</li> <li>- Restructure of project roles</li> <li>- Scrutiny of full project risk register by exec &amp; members</li> <li>- Scrutiny of programme plan</li> <li>- Close review of costs</li> </ul>	Reduce	31/1/2024
397	Publica Information Technology (IT) - If the Councils do not effectively manage the changes to Publica then we may lose valuable IT Staff putting the councils IT systems at risk.	Gareth Edmundson	Impact - 5 Probability - 5 Score - 25	<ul style="list-style-type: none"> <li>Ongoing discussions with Shareholders.</li> <li>Discussions with other Publica CEO's.</li> </ul>	Reduce	29/2/2024
52	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	<ul style="list-style-type: none"> <li>- Commercial strategy &amp; activities</li> <li>- Quarterly budget monitoring</li> <li>- Cabinet engagement - budget proposals</li> <li>- Increased capacity in the finance team</li> <li>- Cabinet Away Day challenge and decisions</li> <li>- Targets for workstreams/services</li> </ul>	Reduce	29/2/2024
247	If we have inadequate waste and recycling infrastructure and 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	<ul style="list-style-type: none"> <li>- Mitigate EA issues &amp; resourcing</li> </ul>	Reduce	22/01/2024

360	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	31/3/2024
385	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 - Engagement with Hartpury College  It should be noted that part of this risk has occurred with the temporary closure of Pittville Pump Rooms and the temporary closure of the teaching pool and splashpad.	Reduce	31/1/2024
149	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	31/03/2024
342	Impact of lack of 5 Year housing land 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 and deliver a Housing Delivery Action Plan	Reduce	31/03/2024

296	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	<ul style="list-style-type: none"> <li>- Independent Financial Review</li> <li>- Regular governance meetings</li> <li>- Contract management</li> <li>- Management of the collection</li> <li>- Monitoring the impact of the reopening of the Wilson</li> <li>- Leisure @ Options appraisal</li> </ul>	Reduce	31/1/2024
357	High Street Defects - If the defects to the High Street are not resolved by external companies, then CBC may have to rectify at their own cost.	Claire Hughes	Impact - 4 Probability - 4 Score - 16	<ul style="list-style-type: none"> <li>- Civil Procedure Rules P35 Report</li> <li>- Kings Counsel Opinion</li> <li>- High Street Defect Action plan</li> <li>- Cost Plan</li> <li>- Mediation being explored</li> </ul>	Reduce	29/2/2024
342	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	<ul style="list-style-type: none"> <li>- Joint Advisory Group</li> <li>- Strategic and Local Plan Task Group &amp; Strategic and Local Plan Steering Group</li> <li>- Planning &amp; Liaison Member Working Group</li> <li>- Strategic and Local Plan Programme Management</li> </ul>	Reduce	30/03/2024
127	Carbon Neutral - If we fail to make Cheltenham carbon neutral by 2030 then we will not achieve our corporate objectives.	Debbie Baker	Impact - 4 Probability - 4 Score - 16	<ul style="list-style-type: none"> <li>- Employ a climate emergency programme officer</li> <li>- Climate change funding</li> <li>- Climate change county level co-ordination</li> <li>- Create net zero partnerships</li> <li>- Secure adequate tools &amp; resources to enable the delivery of the Climate Emergency Action Plan</li> </ul>	Reduce	31/1/2024

110	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	31/01/2024
396	Business Continuity - If CBC does not have adequate business continuity plans in place then this could impact the Council's ability to deliver services leading to resident hardship, financial loss & reputational damage.	Claire Hughes	Impact - 4 Probability - 4 Score - 16	- Business Continuity Plans being developed - Corporate Recovery Plan to be prepared	Reduce	28/2/2024
395	Cheltenham Borough Homes - If the council does not effectively handle the transfer of CBH then we may experience issues from tenants, employees and contractors leading to a drop in service provision and potential legal/regulatory action/intervention.	Gareth Edmundson	Impact - 5 Probability - 3 Score - 15	- Legal advisors in place. - Consultation with Tenant groups and organisations. - Consultation with appropriate CBH colleagues & teams. - Ongoing financial monitoring of budgets. - Monitor tenant satisfaction levels.	Reduce	31/1/2024
53	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	31/03/2024
208	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	31/01/2024

347	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 the investments we can make in projects / programmes whilst still being able to achieve our MTFS.	Gemma Bell	Impact - 5 Probability - 3 Score - 15	<ul style="list-style-type: none"> <li>- Provide awareness training for staff to highlight their role at an individual level</li> <li>- Ensure responsibilities for energy management are clearly defined and allocated within each operational asset</li> <li>- Reduce operational energy demand through investment in renewables and improved insulation, together with heating and lighting controls with external gatekeeping processes</li> </ul>	Reduce	31/01/2024
377	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	<ul style="list-style-type: none"> <li>- Ensure wide exposure social media etc</li> <li>- Grow your Own - Apprentices &amp; Graduates</li> <li>- Review of applicant response rates by channel</li> </ul>	Reduce	29/2/2024
332	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	<ul style="list-style-type: none"> <li>- Examine Local Authority Housing Fund</li> <li>- Round 2 potential funding opportunity</li> </ul>	Reduce	29/2/2024
86	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	<ul style="list-style-type: none"> <li>- Protocol arrangements with partners</li> <li>- Cheltenham &amp; county-wide focused partnerships</li> </ul>	Reduce	29/2/2024
325	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	<ul style="list-style-type: none"> <li>- Rematching with new sponsors</li> <li>- Local Authority Housing Fund</li> <li>- Collaborative arrangements with CBH &amp; Gloucestershire CC</li> </ul>	Reduce	29/2/2024

199	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 - Monitoring of business rate growth Work with Local Enterprise Partnership	Reduce	30/06/2024
168	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	- Local Resilience Forum Tactical Comm& Group Meetings - Emergency Planning - Local Resilience Forum Strategic Comm& - Cabinet Engagement - Budget proposals - Pandemic risk controls	Reduce	29/2/2024
387	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, Compliance and Governance Committee - Cabinet Reports	Reduce	31/01/2024
386	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 re procurement of services beginning in 2027.	Richard Gibson	Impact - 3 Probability - 3 Score - 9	- Long term commissioning strategy - Agree extension to The Cheltenham Trust contract (up to 5 years)	Reduce	29/2/2024

126	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.	Debbie Baker	Impact - 3 Probability - 3 Score - 9	<ul style="list-style-type: none"> <li>- Specialist resource employed</li> <li>- Climate Change Funding</li> <li>- Climate Change County Level Co-ordination</li> <li>- Climate Change Investment Strategy</li> <li>- Climate Emergency Action</li> <li>- Establish a Climate Emergency Programme Board</li> <li>- Secure adequate tools &amp; resources to enable the delivery of the Climate Emergency Action Plan</li> </ul>	Reduce	31/1/2024
216	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	<ul style="list-style-type: none"> <li>- Improving pathways</li> <li>- Additional emergency accommodation provision</li> </ul>	Reduce	29/2/2024
354	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	<ul style="list-style-type: none"> <li>- Review Marketing Cheltenham membership package</li> <li>- Review SLAs</li> <li>- Quarterly full budget review</li> </ul>	Reduce	31/1/2024
344	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.	Debbie Baker	Impact - 3 Probability - 3 Score - 9	<ul style="list-style-type: none"> <li>- Continue to support volunteer activity promoting biodiversity within parks and green spaces</li> <li>- Review CBC contribution to achieving objectives within the Gloucestershire Tree Strategy</li> <li>- Ensure effective implementation of planning requirements in relation to Biodiversity Net Gain (BNG) and Suitable Alternative Natural Greenspace (SANG)</li> <li>- 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</li> </ul>	Reduce	31/1/2024

89	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	29/2/2024
376	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	29/2/2024
295	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 - 3 Score - 12	- Recruitment of Compliance Officer - External Advisors - Increased resource capacity of building surveyors - Planned maintenance work to understand structural risks and plan remedial work - Review of registers & risk assessments	Reduce	29/2/2024
216	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	29/2/2024