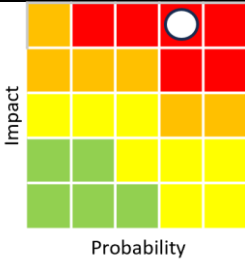

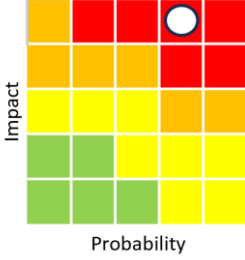
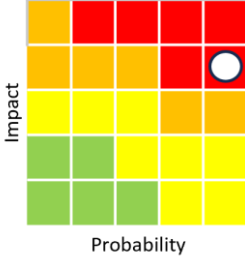

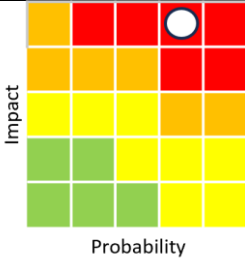

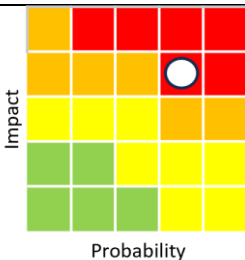
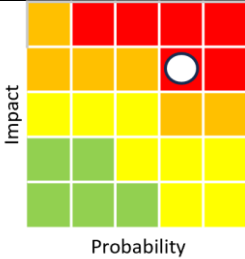

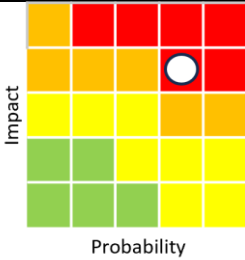

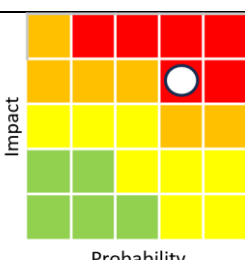

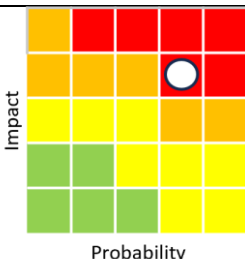

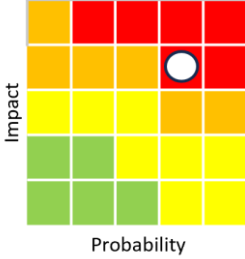

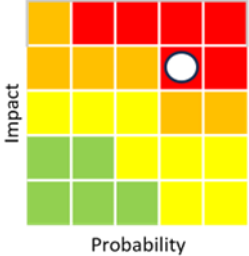



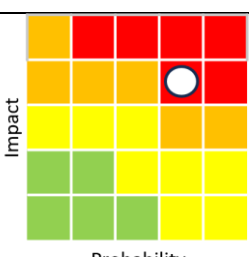

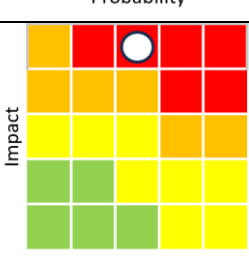

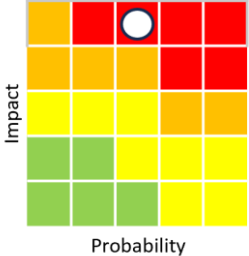
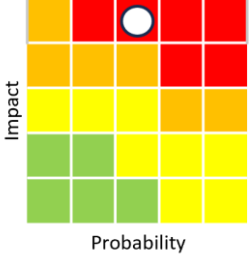
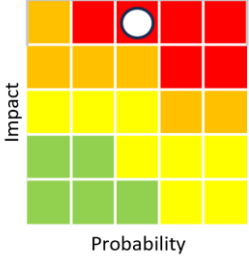
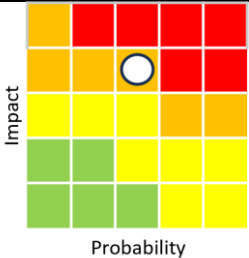
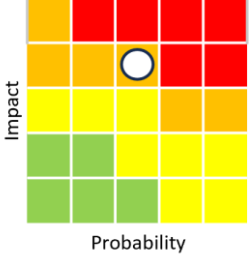
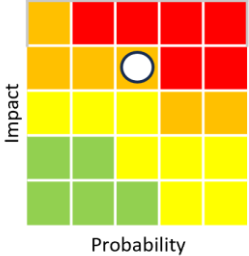


Cheltenham Borough Council - Corporate Risk Register – 30 June 2024

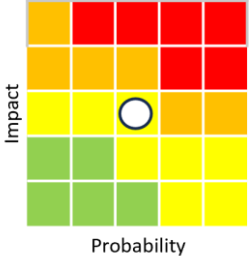


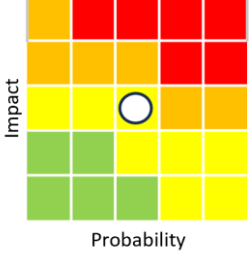

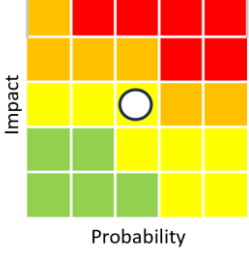

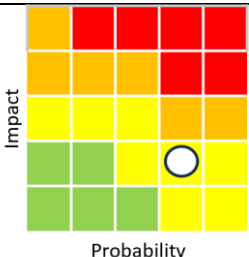

Ref	Status	Risk Details	Risk Manager	Current Assessment	Change from Last Assessment	Risk Action	Current Control Details	Review Date
52		Medium Term Financial Strategy - If CBC is unable to come up with long term solutions which bridge the gap in the medium-term financial strategy, then it will find it increasingly difficult to prepare revenue budgets year on year without making unplanned cuts in service provision.	Gemma Bell	Impact - 5 Probability - 4 Score - 20	 No change. Risk reworded to reflect new capital risk below.	Reduce	- Commercial strategy & activities - Quarterly budget monitoring - Cabinet engagement - budget proposals - Increased capacity in the finance team - Cabinet Away Day challenge and decisions - Ongoing monitoring of targets for workstreams/services	30/09/2024
403		Prioritisation of capital resources – If CBC are unable to prioritise medium term projects and programmes which require significant capital financing, then it will increasingly have to rely of borrowing to fund service investments increasing the pressure on our revenue budgets to fund repayments.	Gemma Bell	Impact - 5 Probability - 4 Score - 20	New risk to ensure we effectively manage the prioritisation of capital resources.	Reduce	- Ongoing review and alignment of the capital programme with the Corporate Plan - Quarterly budget monitoring - Cabinet engagement - budget proposals - Gateway reviews of all projects through the Corporate Programme office - Cabinet Away Day challenge and decisions - Business case and approval for all new projects, including allocation of resource and budgets	30/09/2024
247		Swindon Road Depot - If CBC do not replace/redevelop the depot then the EA may not grant permits, we may be unable to mitigate residual waste transfer risks and costs and be unable to support our net zero aspirations.	Karen Watson	Impact - 4 Probability - 5 Score – 20	 No change. Risk reworded.	Reduce	- Mitigate EA issues & resourcing	30/09/2024
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 - 5 Probability - 4 Score - 20	 No change as specific risks of onerous S106 contributions, Sites of Alternative Green Space (SANG) provision, site wide utility costs and sustainability measures may impact on the overall scheme viability through to the Financial Model and Business Case in the Development Agreement.	Reduce	- Ongoing gate reviews at key decision points - Underwrite budget subject to close monitoring by the Head of Development - Appointment of internal construction expertise - Working with key partners including LPA and Natural England - Close scrutiny of full project risk register by Project Board	30/9/2024
403		Petersfield Hub - If the Project Manager and Developer are unable to manage the project, related site legal requirements and deliver the building within their budget and required timescales to meet grant requirements then the building may not start, be left incomplete and end	Gareth Edmundson	Impact - 4 Probability - 4 Score - 16	New risk to highlight concerns regarding the Petersfield Hub Development. There are multiple risks attached to this project at this time.	Reduce	- RPA asked to review project - Internal construction expertise reviewing project - Scrutiny of programme plan - Review of costs being undertaken	31/07/2024

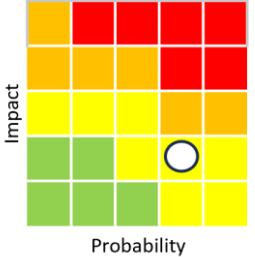
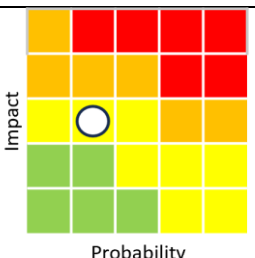
		up placing financial pressure on the council putting other projects at risk.						
385		Leisure & Culture Venues - If the council does not have a long term vision & investment plan in place for its leisure & culture venues then significant unplanned maintenance, repairs & investment may be required to 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 - 4 Score - 16	 No change. It should be noted that part of this risk has occurred as the changing rooms are closed due to RAAC concrete being found.	Reduce	<ul style="list-style-type: none"> - Phase 2 sports strategy - Options appraisal of leisure venues - Engagement with Hartpury College 	30/9/2024
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 - 4 Score - 16	 Reduced as at the present time energy costs have stabilised and we are in the summer period.	Reduce	<ul style="list-style-type: none"> - Ensure sign posting in place for support - Availability of community grants for funding - Continual reviews on energy costs 	30/9/2024
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 - 4 Probability - 4 Score - 16	 Reduction due to scheme nearing completion & agreement re costs with developer.	Reduce	<ul style="list-style-type: none"> - Review & ongoing support from RPA - Appointment of internal construction expertise - Restructure of project roles - Scrutiny of full project risk register by exec & members - Scrutiny of programme plan - Close review of costs 	31/7/2024
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 - 4 Probability - 4 Score - 16	 Reduction due to appointment interim Programme Director and plans in place to manage position.	Reduce	<ul style="list-style-type: none"> - Ongoing discussions with Shareholders - Discussions with other Publica CEO's - Publica appointed interim Programme Director 	30/9/2024
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	 No Change.	Reduce	<ul style="list-style-type: none"> - Prepare and deliver a Housing Delivery Action Plan - Officers are currently in the process of updating the 5 year housing land supply position statement, which will consider housing completions up to 31 March 2024. - Undertaking site visits as well as contacting the development industry where appropriate. This will be taking place over the coming months. - If based upon revised evidence Cheltenham BC does not have a 5 year housing land supply then an action plan needs to be put in place to address this risk. 	30/09/2024

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	 No change.	Reduce	<ul style="list-style-type: none"> - Independent Financial Review - Regular governance meetings - Contract management - Management of the collection - Monitoring the impact of the reopening of the Wilson - Leisure @ Options appraisal 	30/9/2024
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	 No change.	Reduce	<ul style="list-style-type: none"> - Civil Procedure Rules P35 Report - Kings Counsel Opinion - Cost Plan & insurance in place - Case management conference took place on 7 June - Court encouraged both parties to enter into mediation. - Trial date has been agreed for June 2025 	31/10/2024
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	 No change.	Reduce	<ul style="list-style-type: none"> - Joint Advisory Group - Strategic and Local Plan Task Group & Strategic and Local Plan Steering Group - Planning & Liaison Member Working Group - Strategic and Local Plan Programme Management 	30/09/2024
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	 No change.	Reduce	<ul style="list-style-type: none"> - Employ a climate manager - Climate change funding - Climate change county level co-ordination - Create net zero partnerships - Secure adequate tools & resources to enable the delivery of the Climate Emergency Action Plan - Climate pathway reviewed and new action plan in place. 	30/09/2024
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	 No change.	Reduce	<ul style="list-style-type: none"> - Cyber security controls (Publica ICT) - Cyber Attack - business continuity planning - Cyber Training for staff & members 	30/09/2024
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	 No change.	Reduce	<ul style="list-style-type: none"> - Legal advisors in place. - Consultation with Tenant groups and organisations completed. - Consultation with appropriate CBH colleagues, teams & unions completed. - Ongoing financial monitoring of budgets. - Monitoring of tenant satisfaction levels. - Transfer nearing completion. 	31/7/2024

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.	Gemma Bell	Impact - 5 Probability - 3 Score - 15	↔ No change.	Reduce	- Ongoing Reviews - Strengthen Reserves	31/8/2024
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	↔ No change.	Reduce	- 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	30/09/2024
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	↔ No change.	Reduce	- Part of Gloucestershire Pool - Ongoing monitoring of performance - Monitoring of business rate growth Work with Local Enterprise Partnership	30/09/2024
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 - 3 Score - 12	↓ Reduction due to update of business continuity plans completed.	Reduce	- Business Continuity Plans updated - Corporate Recovery Plan to be prepared	30/9/2024
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	↔ No change.	Reduce	- Local Resilience Forum Tactical Comm& Group Meetings - Emergency Planning - Local Resilience Forum Strategic Comm& - Cabinet Engagement - Budget proposals - Directors Gold training completed	30/09/2024
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	↔ No change.	Reduce	- Compliance Officer in post - External Advisors being utilised - Increased resource capacity of building surveyors - Planned maintenance work to understand structural risks and plan remedial work - Review of registers & risk assessments	30/09/2024

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 - 3 Score - 9	↓ Reduced as we are currently recruiting	Reduce	- Ensure wide exposure social media etc - Grow your Own - Apprentices & Graduates - Review of applicant response rates by channel	30/09/2024
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 - 3 Score - 9	↓ Reduced as most of the hotels across the country have now closed, with minimal impact to date on Cheltenham.	Reduce	- Examine Local Authority Housing Fund - Round 2 potential funding opportunity	30/9/2024
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 - 3 Probability - 3 Score - 9	↓ Reduced as strong operational partnerships are now in place to monitor.	Reduce	- Protocol arrangements with partners - Cheltenham & county-wide focused partnerships	30/9/2024
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 - 3 Score - 9	↓ Reduced as Guest/Host relationships have now stabilised, and numbers remaining in these relationships have reduced.	Reduce	- Rematching with new sponsors - Local Authority Housing Fund - Collaborative arrangements with CBH & Gloucestershire CC	30/09/2024
387		Poor risk management - If the council does not have a robust & effective approach to risk management then it may result in financial losses, failure to achieve corporate priorities, litigation & reputational damage.	Ann Wolstencroft	Impact - 3 Probability - 3 Score - 9	↔ No change.	Reduce	- Risk Management Training - Leadership Team Risk Discussions - Directorate Risk Discussions - Risk Maturity Audit - Risk Reporting to Audit, Compliance and Governance Committee - Cabinet Reports	30/09/2024
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	↔ No change.	Reduce	- Long term commissioning strategy - Agree extension to The Cheltenham Trust contract (up to 5 years) - Options appraisal being commissioned	30/09/2024

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	 No change.	Reduce	<ul style="list-style-type: none"> - Specialist resource employed - 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 Climate Emergency Action Plan 	30/09/2024
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	 No change.	Reduce	<ul style="list-style-type: none"> - Improving pathways - Additional emergency accommodation provision 	30/9/2024
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	 No change.	Reduce	<ul style="list-style-type: none"> - Continue to support volunteer activity promoting biodiversity within parks and green spaces - Review CBC contribution to achieving objectives within the Gloucestershire Tree Strategy - Ensure effective implementation of planning requirements in relation to Biodiversity Net Gain (BNG) and Suitable Alternative Natural Greenspace (SANG) - 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 	30/09/2024
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	 No change.	Reduce	<ul style="list-style-type: none"> - Use of Homelessness Prevention Grant - Lobby Government on potential impact of reduced funding 	30/9/2024
354		Marketing Cheltenham - If the Marketing Cheltenham team does not achieve targets for commercial income, then it may negatively impact the overall budget position for the service.	Tara Sanchez	Impact - 2 Probability - 4 Score - 8	 Reduction due highlighting issues early.	Reduce	<ul style="list-style-type: none"> - Quarterly commercial income review meetings to monitor and highlight issues early - Relationship management of existing members and partners to ensure they are receiving the service they signed up for - Proactive commercial sales activity, to include representation at networking events, sales activity, up to date promotional literature - Sales training for key members of the team 	30/09/2024

376		<p>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.</p>	Martin Stacy	<p>Impact - 2 Probability - 4 Score - 8</p>	<p>↔ No change.</p>	Reduce	<p>- Regular contract monitoring & info sharing by the county</p>	30/9/2024
216		<p>Rough Sleeping - If county-wide commissioning arrangements are incohesive, then funding opportunities may be lost and/or services may end/not be commissioned.</p>	Martin Stacy	<p>Impact - 3 Probability - 2 Score - 6</p>	<p>↔ No change.</p>	Reduce	<p>- Programme Management Group - Member Training of Neighbourhood Panel</p>	30/09/2024