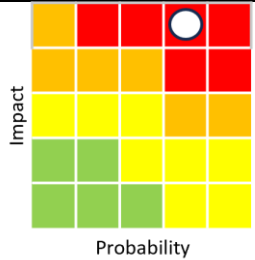

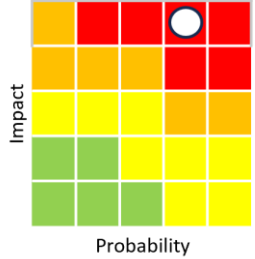

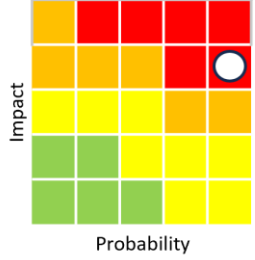

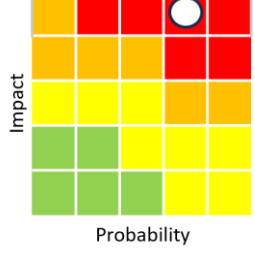

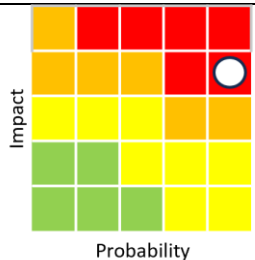
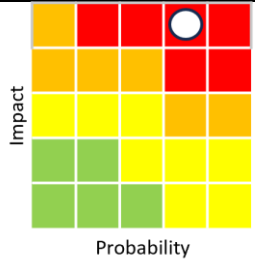
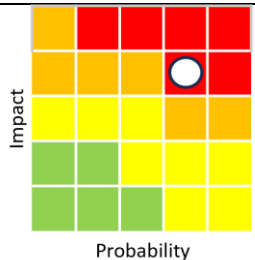
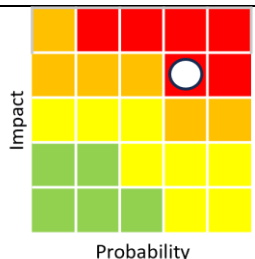
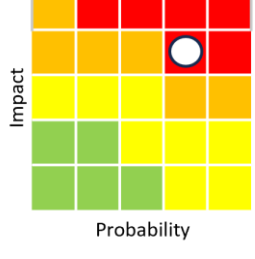
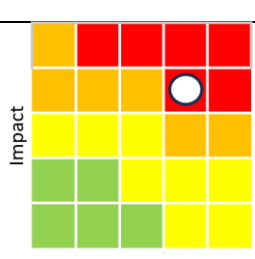
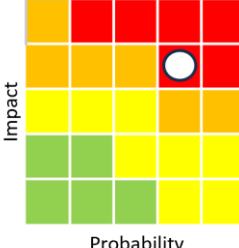

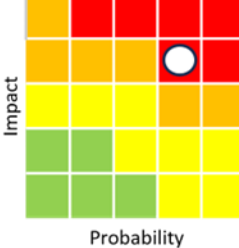

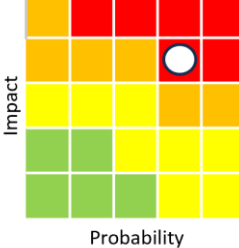

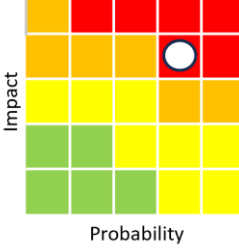

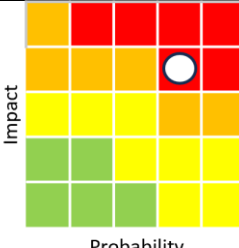

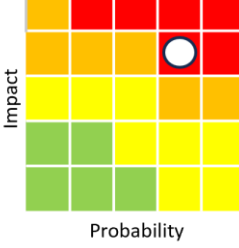

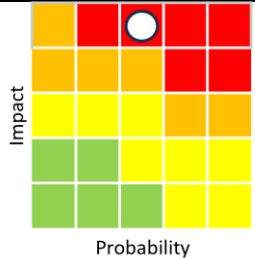
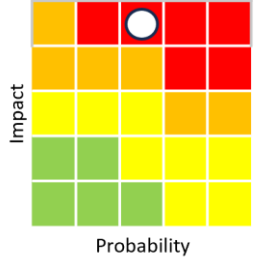

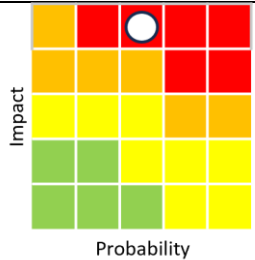

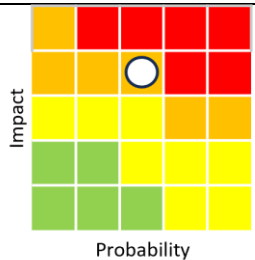

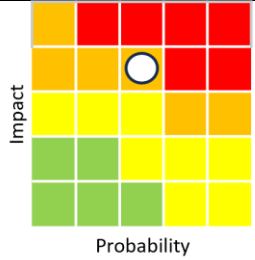

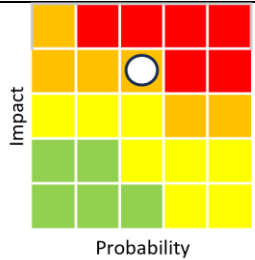



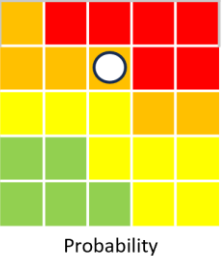

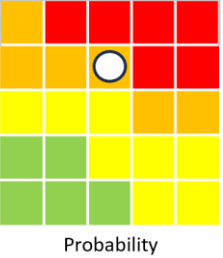
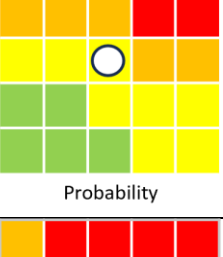

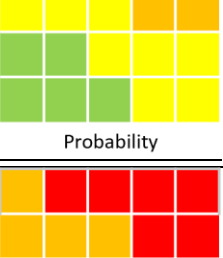
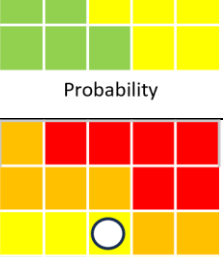

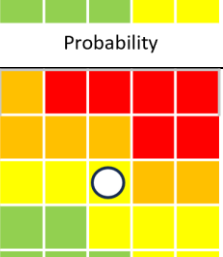



Cheltenham Borough Council - Corporate Risk Register – 30 September 2024

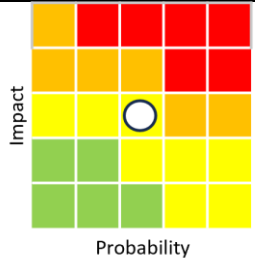

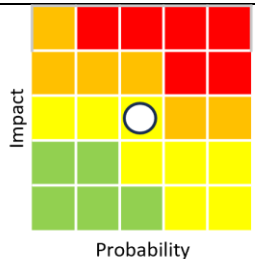



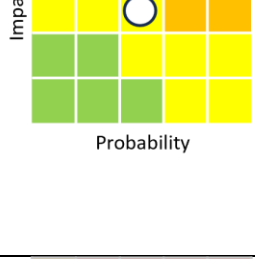

Ref	Status	Risk Details	Risk Manager	Current Assessment	Change from Last Assessment	Risk Action	Current Control Details	Review Date
52		Medium Term Financial Strategy - If CBC is unable to come up with long term solutions which bridge the gap in the medium-term financial strategy, then it will find it 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	<ul style="list-style-type: none"> - 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 	31/12/2024
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	 No change.	Reduce	<ul style="list-style-type: none"> - 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 	31/12/2024
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.	Reduce	<ul style="list-style-type: none"> - Mitigate EA issues & resourcing 	31/12/2024
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 however it should be noted that that specific risks of onerous GCC highway and transportation requirements, other S106 contributions, 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	<ul style="list-style-type: none"> - 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 	31/12/2024
CH3		Stock Condition Data - If there is a failure to maintain accurate, in date stock condition data then this means we are unable to plan spend, evidence investment, demonstrate accurate decent homes data and provide assurance that tenant's homes are safe.	Paul Jones	Impact - 4 Probability - 5 Score - 20	New corporate housing risk.	Reduce	<ul style="list-style-type: none"> - Effective oversight of property compliance performance by senior officers, Cabinet and Housing cabinet committee. - Maintaining up to date stock condition data. - Using data to prioritise property investment and address decency / H&S issues. 	30/11/2024

CH6		Housing Regulatory & Legal Requirements - If we fail to meet regulatory and legal requirements, specifically the Regulator for Social Housing consumer standards and the Housing Ombudsman Complaints Handling Code then this may result in intervention and reputational damage.	Claire Hughes	Impact - 5 Probability - 4 Score - 20	New corporate housing risk.	Reduce	<ul style="list-style-type: none"> - Self-referral made to regulator - Effective oversight of regulatory performance by senior officers, Cabinet and Housing cabinet committee. - Delivery of Consumer Standard Improvement Plan - External expertise in place to support compliance with the standards. - Annual self-assessment of compliance with the Complaints Handling Code (published to tenants and HO). 	30/11/2024
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 - 4 Score - 16	↔ No change.	Reduce	<ul style="list-style-type: none"> - Phase 2 sports strategy - Options appraisal of leisure venues - Engagement with Hartpury College 	31/12/2024
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	↔ No change	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 	31/12/2024
CH2		Property Compliance - If there is ineffective management of property compliance then this will result in regulator intervention and reputational damage.	Paul Jones	Impact - 4 Probability - 4 Score - 16	New corporate housing risk.	Reduce	<ul style="list-style-type: none"> - Effective oversight of property compliance performance by senior officers, Cabinet and Housing cabinet committee. - Robust delivery model for each of the big 6 property compliance areas + damp, mould, and condensation. - Ensure delivery meets property compliance policy. - Development of systems to evidence delivery through consistent data and record keeping. - Assurance processes to ensure delivery meets legal requirements. 	31/11/2024
397		Public 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	↔ No Change.	Reduce	<ul style="list-style-type: none"> - Ongoing discussions with Shareholders - Discussions with other Publica CEO's - Publica appointed interim Programme Director 	31/12/2024

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. 	31/12/2024
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 	30/11/2024
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 	31/11/2024
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"> - SLP Secretariat - 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 	31/12/2024
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. 	31/12/2024
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 - Learning form others 	31/12/2024

CH4		Housing Properties Health & Safety - If we do not manage health and safety management of our housing properties, then we may be putting tenant at risk of serious injury or death.	Paul Jones	Impact - 5 Probability - 3 Score - 15	New corporate housing risk.	Reduce	<ul style="list-style-type: none"> - Clear health & safety procedures in place with evidence these are followed. - Regular independent assurance that health and safety is being management effectively. - Effective oversight of health and safety performance by senior officers, Cabinet and Housing cabinet committee. 	31/11/2024
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	<ul style="list-style-type: none"> - Ongoing Reviews - Strengthen Reserves 	31/12/2024
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	<ul style="list-style-type: none"> - 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 	31/12/2024
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	<ul style="list-style-type: none"> - Part of Gloucestershire Pool - Ongoing monitoring of performance - Monitoring of business rate growth - Work with Local Enterprise Partnership 	31/12/2024
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	 No change.	Reduce	<ul style="list-style-type: none"> - Business Continuity Plans updated - Business Impact Analysis completed - - Corporate Recovery Plan in development 	30/10/2024
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	<ul style="list-style-type: none"> - Local Resilience Forum Tactical Comm& Group Meetings - Emergency Planning - Local Resilience Forum Strategic Comm& - Cabinet Engagement - Budget proposals - Directors Gold training completed 	31/12/2024

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	<ul style="list-style-type: none"> - 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 	31/12/2024
CH5		Tenant Satisfaction - If there is a decline in the quality of services delivered to tenant's, then this may result in reduction in customer satisfaction (evidenced through the TSMs).	Claire Hughes	Impact - 4 Probability - 3 Score - 12	New corporate housing risk.	Reduce	<ul style="list-style-type: none"> - Effective oversight of service delivery performance by senior officers, Cabinet and Housing cabinet committee. - Review and monitoring of service standards. - Effective tenant voice and listening and acting on tenant feedback. - Learning from complaints. 	31/11/2024
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	<ul style="list-style-type: none"> - Ensure wide exposure social media etc - Grow your Own - Apprentices & Graduates - Review of applicant response rates by channel 	31/12/2024
CH1		Housing Revenue Account - If the housing revenue account becomes unviable then this may result in the council being unable to fund service delivery, investment in existing homes and the delivery of new housing.	Gemma Bell	Impact - 4 Probability - 2 Score - 8	New corporate housing risk.	Reduce	<ul style="list-style-type: none"> - Ensure effective controls are in place. - Ensure effective controls are in place. - Ensure 30 year HRA financial model is in place and is reviewed and updated by regular stress testing. 	31/11/2024
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	 No change.	Reduce	<ul style="list-style-type: none"> - Risk Management Training - Leadership Team Risk Discussions - Directorate Risk Discussions - Risk Maturity Audit - Risk Reporting to Audit, Compliance and Governance Committee - Cabinet Reports 	31/12/2024
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	<ul style="list-style-type: none"> - Long term commissioning strategy - Agree extension to The Cheltenham Trust contract (up to 5 years) - Options appraisal being commissioned 	30/11/2024
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 	31/12/2024

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 	31/12/2024
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 	31/12/2024
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 	31/12/2024
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 with director, manager and finance lead. - 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 - Identification of new income generating opportunities - Proactive relationship development with potential customers - Sales training for key members of the team 	31/12/2024