

Cheltenham Borough Council

Cabinet – 18 February 2025

Corporate Risk Register

Accountable member:

Rowena Hay, Leader

Accountable officer:

Gareth Edmundson, Chief Executive

Ward(s) affected:

N/A

Key Decision: No

Executive summary:

- This report provides a copy of the council's Corporate Risk Register detailing strategic risks.
- The Corporate Risk Register summarises the council's corporate risk profile as at the 31 December 2024.
- The register includes detailed strategic housing risks.
- The register has been prepared in consultation with Risk Managers and the Senior Leadership Team.
- The register details risk movements since the last formal report enabling Members to track CBC risk profile.

Recommendation: That Cabinet:

- notes the Corporate Risk Register.
-

1. Implications

1.1 Financial, Property and Asset implications

Poor risk management can lead to increased financial costs therefore it is important to have robust processes in place.

Signed off by: gemma.bell@cheltenham.gov.uk.

1.2 Legal implications

There are no specific legal implications arising from the report and its recommendations. It is fundamental that the Council has an embedded risk management framework which considers the identification, recording, and management of risks to the Council in the delivery of its priorities and objectives.

Signed off by: One Legal

1.3 Environmental and climate change implications

Leveraging the requirement to complete Climate Impact Assessment to support decision making, alongside a Risk Management programme specifically for climate and flood risks, an effective risk management framework across projects, programmes and business activities will ensure that climate implications are considered, relevant risks highlighted, and mitigations controls put in place.

Signed off by: maizy.mccann@cheltenham.gov.uk

1.4 Corporate Plan Priorities

This report contributes to all Corporate Plan Priorities as effective risk management is essential to the achievement of CBC plan.

Signed off by: ann.wolstencroft@cheltenham.gov.uk

1.5 Equality, Diversity and Inclusion Implications

Good risk management across all aspects of our business should ensure Equality, Diversity and Inclusion implications are considered and any risks are highlighted, and controls put in place to mitigate.

2 Background

2.1 Risk management is the culture, process and structures that are directed towards effective management of potential opportunities and threats to the Council achieving its priorities and objectives.

2.2 The Council has a Risk Management Policy, reviewed in October 2024, that sets out the approach to risk management including the roles and responsibilities for Officers and elected Members. The policy also details the processes in place to manage risks at corporate, operational and project levels.

2.3 The Council's Leadership Team considers and reviews strategic risks on a monthly basis and the register is made available to Cabinet. All reports to Council / Cabinet / Committees contain risk implications. All risk discussions / assessments include the development of risk mitigation actions designed to reduce the likelihood and / or consequences of adverse events occurring. By understanding and managing risks, the council can be more confident about undertaking ventures which produce larger gains.

2.4 This corporate risk report is provided to Audit, Compliance and Governance Committee detailing strategic council risks. This report covers strategic risks as well as a narrative outlining changes to risks and scores since the last formal report. This allows the committee to track movements in our risk profile.

2.5 The risk register covers:

- Risk status.
- Risk details.
- Risk manager.
- Current risk score (impact & probability).
- Change from last assessment.
- Risk action.
- Details of any controls in place to mitigate the risk.
- Risk review date.

2.6 It is important to note that key projects / programmes will each have an individual risk register containing many risks. To keep track of these from a corporate perspective we have for each of these projects and programmes only one risk on the corporate risk register. For example, the Golden Valley development has a full risk register presented to Programme Board but one risk on the corporate risk register. The score of the risk on the corporate register will always reflect the highest score from the GV risk register. This enables us to monitor the highest risks we have across the organisation.

2.7 Whilst the register in appendix 1 contains a full list of our corporate risks, the top four risks are highlighted for this report. At the present time our top 4 risks are:

- 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.

- 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 on borrowing to fund service investments increasing the pressure on our revenue budgets to fund repayments.
- 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.)
- 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 CBC. Since the last report there have been some movements in our strategic risks and these changes are shown on the register.

2.8 Since the last report eight new corporate risks have been added to our register and are:

- Local Government Reorganisation – If local government re-organisation is not managed effectively then it will impact services to residents and businesses. It may also impact staff recruitment, motivation and retention.
- Big Local – If the Petersfield Management Group do not provide Big Local with the required information within the required timescales then there is the possibility they will withdraw their grant funding.
- Environment Agency regulation changes relating to the HRC – If CBC do not invest an estimated £1million in upgrading the existing infrastructure the current site cannot continue to operate in the medium term because it will not be compliant with new EA permitting requirements.
- Recycling – If Extended Producer Responsibility (EPR) payments do not adequately cover the current income streams and costs for CBC then there may be a negative impact on the MTFS which would worsen if GCC recycling credit payments reduce or cease for out of scope EPR materials.
- Waste Collection - If Waste Collection Authorities such as CBC are responsible for payment of some of the new emissions tax due 2028 (ETS) for refuse disposed of at Javelin Park EFW then this will have a negative financial impact on the MTFS.
- Corporate Resource – If there is insufficient progress on the development of a new strategic waste depot site then this may impact the resilience of

waste collection and may result in additional costs to the council.

- Void Properties - If the management of void properties does not improve then this will lead to increased costs associated with additional use of temporary accommodation, reduced rent collection and failure to comply with the statutory timescales in relation to the use of temporary accommodation.
- Devolution – If the devolution of powers from government and the creation of strategic authorities is not managed effectively then there is the potential of disruption to certain services.

2.9 Since the last report 1 corporate risk has been removed and this is Marketing Cheltenham as it is now being managed as an operational risk.

2.10 Report to note only.

3 Alternative options considered

3.1 None

4 Consultation and feedback

4.1 Risk Managers and Leadership Team.

5 Key risks

5.1 None.

Report author:

Ann Wolstencroft, Head of Corporate Services

Appendices:

i. Risk Register

Background information:

N/A