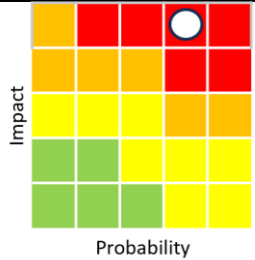
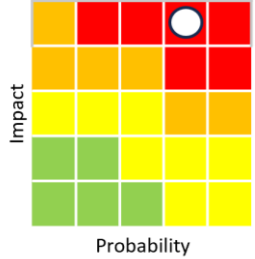
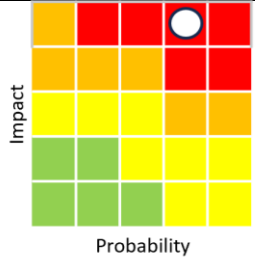
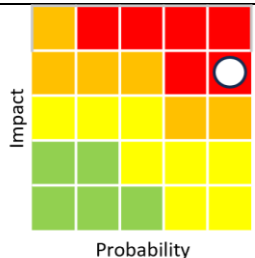
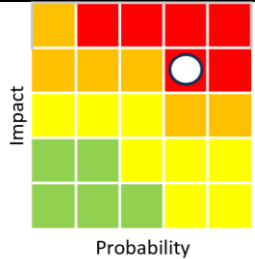

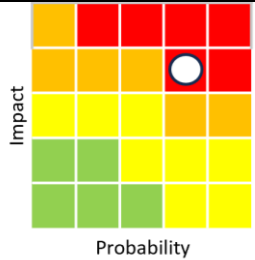

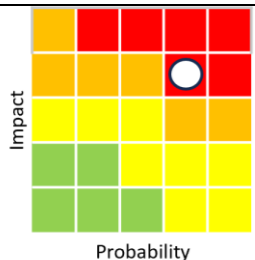

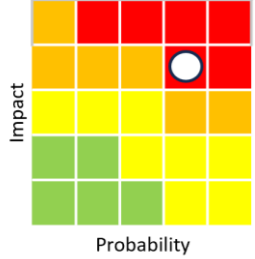

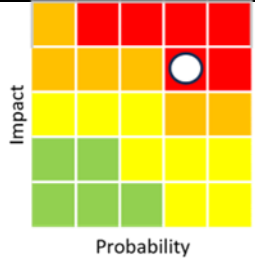

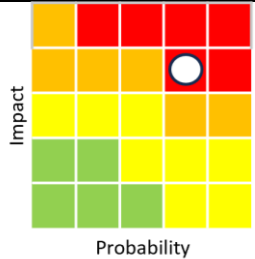

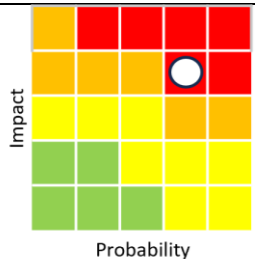

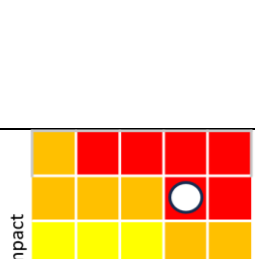

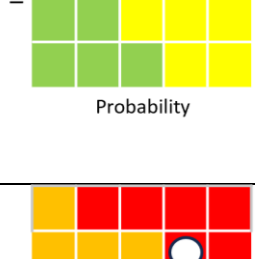

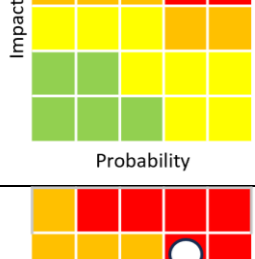
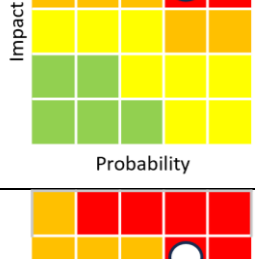
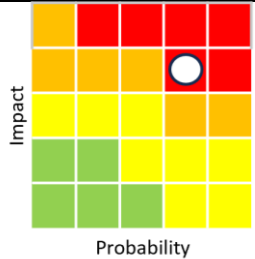
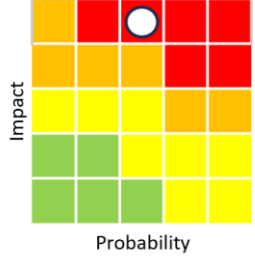
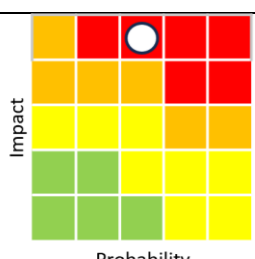
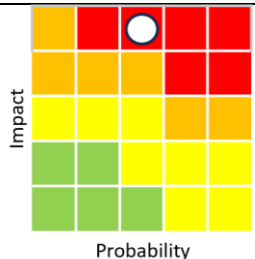
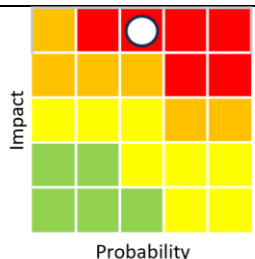


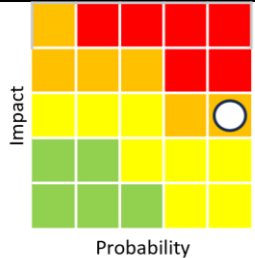
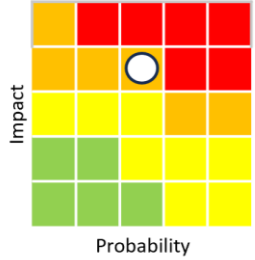
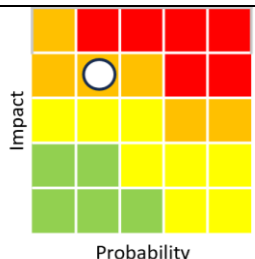
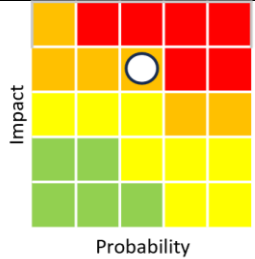
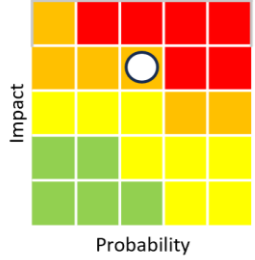
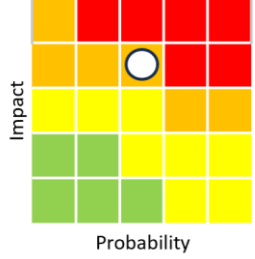
Cheltenham Borough Council - Corporate Risk Register – 31 December 2024

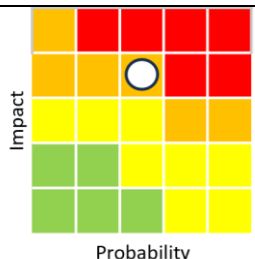
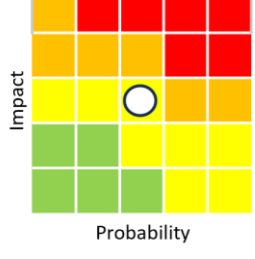
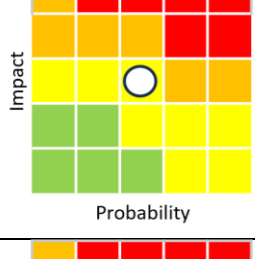
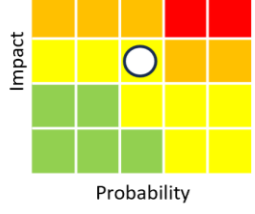
Ref	Status	Risk Details	Risk Manager	Current Assessment	Change from Last Assessment	Risk Action	Current Control Details	Review Date
52		Medium Term Financial Strategy - If CBC is unable to come up with long term solutions which bridge the gap in the medium-term financial strategy, then it will find it increasingly difficult to prepare revenue budgets year on year without making unplanned cuts in service provision.	Paul Jones 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 	31/03/2025
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 	31/03/2025
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 	31/03/2025
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	↑ Increase in probability due to increasing maintenance issues and closures.	Reduce	<ul style="list-style-type: none"> - Detailed maintenance plan to be developed - Project to review and appraise venues and identify investment required. - Phase 2 sports strategy 	31/01/2025

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 	31/3/2025
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	 No change	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. 	28/2/2025
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 	31/3/2025
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"> - Undertaking site visits as well as contacting the development industry where appropriate. - New NPPF published with new standard method and the publication of the Housing delivery test results. - Our published 5 year housing land supply position statement as at 31 March 2024 shows that the authority could demonstrate a 4.57 years' supply of housing land against the existing standard method. However, this is now updated to 2.52 years. Therefore, not only does the presumption in favour of sustainable development apply, but also we need to add a 20% buffer to our housing requirement as required by the NPPF. An action plan needs to be put in place to address this risk. 	31/03/2025
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 	31/3/2025

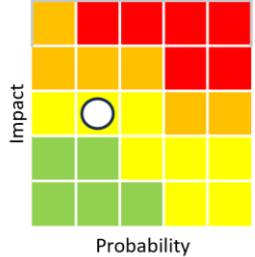
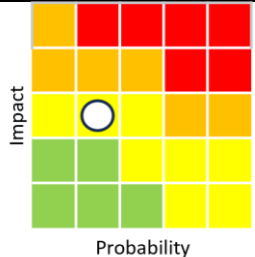
357		High Street Defects - If the defects to the High Street are not resolved by external companies, then CBC may have to rectify at their own cost.	Claire Hughes	Impact - 4 Probability - 4 Score - 16	 No change.	Reduce	<ul style="list-style-type: none"> - Kings Counsel and experts engaged - Cost Plan & insurance in place - Disclosure completed - Witness statements being prepared - Trial date has been agreed for June 2025 	31/01/2025
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 - Full risk review regularly updated and available within SLP programme files. - Strategic and Local Plan Programme Management 	31/03/2025
127		Carbon Neutral - If we fail to make Cheltenham carbon neutral by 2030 then we will not achieve our corporate objectives.	Frances Crick	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. 	28/2/2025
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 from others 	31/3/2025
408		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 & retention.	Gareth Edmundson	Impact – 4 Probability – 4 Score - 16	New Strategic Risk	Reduce	<ul style="list-style-type: none"> - Countywide discussions with all Gloucestershire authorities. - Establishing effective partnership governance. - Timely decision making. - Engagement with government. - Ongoing communication with staff. 	28/02/2025
409		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.	Claire Hughes	Impact – 4 Probability – 4 Score - 16	New Strategic Risk	Accept	<ul style="list-style-type: none"> - Responsibility of Petersfield Management Group to deliver required information within the required timescales 	28/02/2025

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 - 4 Score - 16	↓ Probability reduced due to controls now in place.	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. - Effective use of resources. 	28/02/2025
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	↔ No change.	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. 	28/3/2025
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 	31/03/2025
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 	31/03/2025
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 - 3 Score - 15	↓ Probability reduced due to mitigations now in place and response from Regulator	Reduce	<ul style="list-style-type: none"> - Self-referral made to regulator – no regulatory judgment issued. - 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 including mock inspection. - Annual self-assessment of compliance with the Complaints Handling Code (published to tenants and HO. 	31/01/2025

405		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.	Karen Watson	Impact - 3 Probability - 5 Score – 15	New Strategic Risk	Reduce	- Mitigate permitting requirements by spending £1million approx. on infrastructure requirements OR a prolonged closure of the site to remain compliant and realise a financial saving	28/02/2025
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	31/03/2025
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 – 2 Score - 12	↓ Probability reduced due to mitigations now in place.	Accept	- Business Continuity Plans updated for all service areas - Business Impact Analysis completed - Corporate Recovery Plan in place	31/03/2025
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	31/03/2025
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	31/03/2025
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) affecting the quality of life experienced by residents in Cheltenham and leading to referral to the Housing Ombudsman and/or Regulator for Social Housing.	Claire Hughes	Impact - 4 Probability - 3 Score - 12	↔ No change.	Reduce	- 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. - Review of nation TSM data	31/01/2025

406		Recycling - IF EPR payments do not adequately cover the current income streams & 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.	Karen Watson	Impact - 3 Probability - 4 Score – 12	New Strategic Risk	Accept or reduce	- Maximising income from materials via high quality is essential in mitigating any financial loss however the EPR mechanism details have yet to be publicised (hopefully Nov/Dec 2024) which may provide assurance or clarity.	28/02/2025
407		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.	Karen Watson	Impact – 3 Probability – 4 Score - 12	New Strategic Risk	Accept or Reduce	- Details are unclear regarding the mechanism for calculations or payment of the new emissions tax yet. GRWP are looking at this for the County as this will impact all authorities potentially. LGA forecasts look bleak but mechanism for 2 tier authorities is unknown therefore unclear how much responsibility WDA will be required to assume.	28/02/2025
404		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.	Karen Watson	Impact - 4 Probability - 3 Score - 12	New Strategic Risk	Reduce	- Establish dedicated resource to deliver the workload required for a business case and formal decision to take forward the programme of works required jointly with CBC/GCC/TBC.	28/02/2025
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	↔ No change.	Reduce	- Ensure wide exposure social media etc. - Grow your Own - Apprentices & Graduates. - Review of applicant response rates by channel.	31/03/2025
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	- Risk Management Training - Leadership Team Risk Discussions - Directorate Risk Discussions - Risk Maturity Audit - Risk Reporting to Audit, Compliance and Governance Committee - Cabinet Reports	31/03/2025
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	- Options appraisal being commissioned	31/01/2025
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.	Frances Crick	Impact - 3 Probability - 3 Score - 9	↔ No change.	Reduce	- 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	28/2/2025

							- Secure adequate tools & resources to enable the delivery of the Climate Emergency Action Plan	
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.	Accept	- Improving pathways - Additional emergency accommodation provision	31/01/2025
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.	Frances Crick	Impact - 3 Probability - 3 Score - 9	No change.	Reduce	- 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	28/2/2025
CH7		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	Claire Hughes	Impact – 3 Probability – 3 Score – 9	New Strategic Housing Risk	Reduce	- Procuring new contractors to carry out void work - Active monitoring of turn around times - Interim manager in place to provide additional support and guidance	30/01/2025
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	No change.	Reduce	- Setting deliverable savings targets through the 2025/26 budget setting process - Ensure 30 year HRA financial model is in place and is reviewed and updated by regular stress testing. - Explore arrangements to re-finance the existing temporary debt taken by the HRA - Work collaboratively with the major developments team to bring new properties online to increase the rental income generated from the HRA - Ongoing action regarding the turnaround of void properties to maximise the rental income generated from the existing stock	31/03/2025

89		<p>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.</p>	Martin Stacy	<p>Impact - 3 Probability - 2 Score - 6</p>	<p>↓ Reduction in probability as additional funding from government has been made available</p>	Accept	<ul style="list-style-type: none"> - Use of Homelessness Prevention Grant - Confirmation from MHCLG that transitional funding will be available for 12 months from April 2025, while thought is being given to future funding post April 2026. 	28/02/2025
410		<p>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.</p>	Gareth Edmundson	<p>Impact – 3 Probability – 2 Score - 6</p>	New Strategic Risk	Reduce	<ul style="list-style-type: none"> - Engagement with government. - Participation in county discussions. 	28/02/2025