

Review of Corporate Risk Register

Audit, Compliance and Governance

28 May 2025

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Cheltenham Borough Council corporate risk register

There are currently 41 risks on the corporate risk register. Below is a summary of some of the recent changes and an overview of how the risks are being managed.

The corporate risk register is being managed by the Governance Risk and Assurance Manager, using Microsoft lists. This is an interim measure until our new platform Verto is live. Lists provides some of the functionality of Verto, such as a link to a data dashboard so that CBC has data on risks, however Verto has even more functions. Going forward Verto will be used to manage all risk registers at CBC. It will be able to provide data on risks through a dashboard, extensive analysis and allow for tracking of risks across time. In addition, Verto provides the opportunity to have more detail on risk mitigation, understand what controls are in place and how effective they are. Verto will also allow us to document what the risk is before controls were in place, what the current risk is (the risk as it is now with the current controls in place), and what the residual risk is (the risk that remains after all controls are in place). The initial focus for risk in Verto will be the corporate risk register, however once this is added then the Governance Risk and Assurance manager will work with colleagues to add operational risk register from all business areas.

New risks:

Two risks were added in March 2025:

- 412 - Provisions required by the building safety regulator - if the pending audit from the building safety regulator results in recommendations or actions (extent to which is unknown) then there is a risk of sanctions on individuals and the authority if we do not meet these requirements (what these sanctions are is currently unknown). If these recommendations or actions increase BC workload, then there is further risk that BC will not have the capacity to meet expected demand.
- 413 – M5 J10 Planning - If CBC and TBC do not come to an agreement with GCC as Local Highways Authority, in regard to the highway capacity in advance of the full build out of M5 J10, then this may have a major impact on how planning applications are considered and impact on meeting the councils 5-year housing land supply.

One risk was closed:

- 357 - High Street Defects (Risk Closed) - If the defects to the High Street are not resolved by external companies, then CBC may have to rectify at their own cost.

One risk was discussed however this risk has materialised and therefore is not on the risk register as a risk. It is being actively managed by the Strategic Procurement Manager:

- 411 - Visibility of commercial activity and procurements - If we do not promptly cleanse the contracts register data from the go live date 24.02.2025 and understand pipelines, then there is a risk that the procurement team will not have visibility of all commercial activity, and something could be missed.

Overview of risks:

A total of six risks increased since their last assessment. Those that increased were:

- 127 - Cheltenham Carbon Neutral - If we fail to make Cheltenham carbon neutral by 2030 then we will not achieve our corporate objectives.
- 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.
- 199 - Government's Fair Funding Review - If the Government review concludes significant changes to business rate retention, Government grant funding or Council Tax generation for Cheltenham then the MTFS budget gap may increase, requiring greater savings than already planned.
- 410 - Devolution – If Gloucestershire is not part of an effective strategic authority it may reduce or limit the councils ability to secure funding and investment and take advantage of devolution powers offered.
- CH2 - Property Compliance - If there is ineffective management of property compliance then this will result in regulator intervention and reputational damage.
- 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.

Five reduced since their last assessment. Those that reduced were:

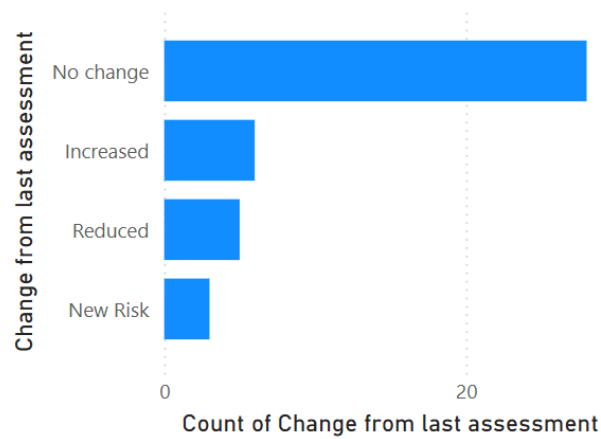
- 52 - Medium Term Financial Strategy - If CBC is unable to come up with long term solutions which bridge the gap in the medium-term financial strategy, then it will find it increasingly difficult to prepare revenue budgets year on year without making unplanned cuts in service provision.

- 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.
- 360 - Cost of Living Crisis - If the cost-of-living crisis continues with energy, interest and other costs driving up inflation (compounded by global tariffs and economic instability) then there is a risk of recession which will impact on the councils financial stability, our ability to deliver services & major developments and have a negative impact on our customers & staff.
- 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.
- 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.

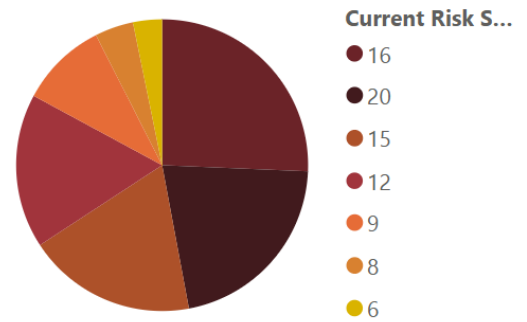
The below data shows that most risks did not change from their last assessment.

The three business areas that hold the most risks on the corporate risk register are housing, finance, and general organisational risks.

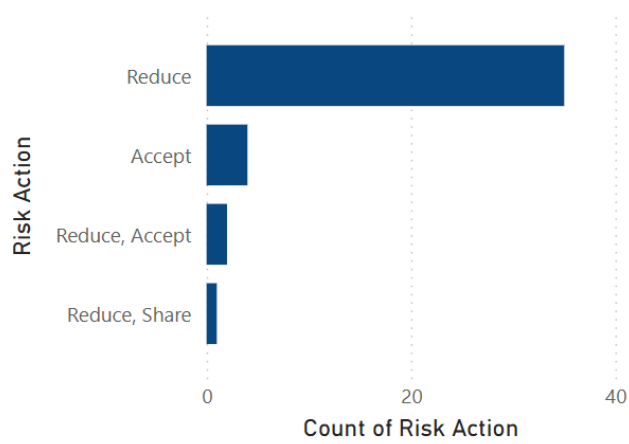
Change from last assessment



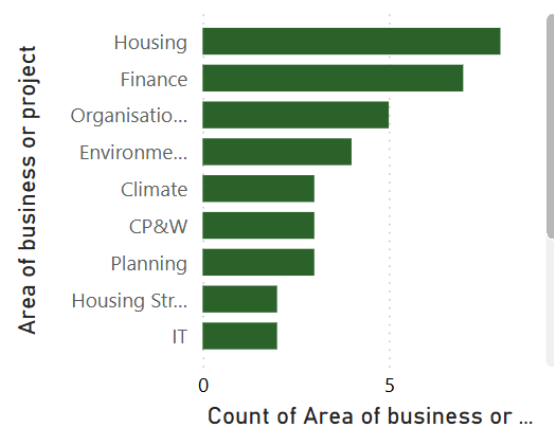
Current Risk Score



Risk Action



Area of Business



The highest risks on the corporate risk register are:

The below risks have a risk score of 20 overall.

1. Golden Valley - If a high contribution to J10 is required then this will significantly impact financial viability and If GCC do not agree to the Highways modelling approach, local network improvements and active travel measures then it will delay Outline Planning Approval (OPA) and the overall programme.
2. 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.
3. Carbon Neutral - If we fail to make Cheltenham carbon neutral by 2030 then we will not achieve our corporate objectives.
4. Government's Fair Funding Review - If the Government review concludes significant changes to business rate retention, Government grant funding or Council Tax generation for Cheltenham then the MTFS budget gap may increase, requiring greater savings than already planned.
5. 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.

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