

Briefing Note

Committee name: Audit, Compliance and Governance Committee

Date: 06/01/2026

Responsible officer: Margaret Anderson– Interim Governance, Risk and Assurance officer

Cheltenham Borough Council corporate risk register

There are currently 36 active risks on the corporate risk register.

The below matrix shows the breakdown of current risk scores:

Current likelihood and impact of risks

		1	2	3	4	5
Current Likelihood	5			2		
	4		2	4	13	2
	3		2	4	4	2
	2			1		
	1					
		Current Impact				

In summary:

- 3 risks were added this quarter
- 2 were closed and archived
- 2 were suspended
- 32 risks had no change since the last assessment
- 3 risks reduced since their last assessment
- 1 risks increased

New risks:

Three risks were added to the corporate risk register this quarter:

1. Senior finance capacity- If we do not adequately manage the strategic management capacity within finance then there is a risk that the council operates outside of its effective financial and governance controls
 - a. Raw risk score – 20
 - b. Current risk score - 15

Two of those added were confidential risks and so cannot be shared in a public forum.

Closed risks

Two risks were closed, archived and are being appropriately managed on their service level risk registers:

All of those closed were confidential risks and so cannot be shared in a public forum.

Two risk were suspended and will be amended following further review:

1. 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.
 - a. Moved to a service level risk register. It will be a perpetual risk for the organisation so it will always need to be acknowledged and managed.

One of those suspended were confidential risks and so cannot be shared in a public forum.

Overview of change in risk score:

Three risks reduced since their last assessment

1. Property Compliance - If there is ineffective management of property compliance then this will result in regulator intervention and reputational damage
 - a. Mitigation measures updated and risk reduced accordingly from 12 to 9.
2. Big Local- In connection with the community hub building, if the Petersfield Partnership and the Council do not meet the conditions set out by local trust then there is the possibility they will withdraw their grant funding.
 - a. Mitigation measures updated and risk reduced accordingly from 12 to 6
3. Compliance with Property Legislation & Regulations- If we are not compliant with relevant legislation / regulations in all operational CBC properties then this may result in incidents resulting in reputational damage, fines and potential corporate manslaughter charges.
 - a. Mitigation measures updated and risk reduced accordingly from 12 to 6.

Risks increased since their last assessment

1. Leisure and 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.
 - a. Increased due to political ambitions. Current score is 12.

The highest risks on the corporate risk register are:

The top two risks have a current risk score of 20:

Risk ID	Risk Status	Risk Title	Risk Description	Risk Manager	Date Raised	Risk Category (Multi-Select)
159	Active	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.	Jon Whitlock	21/01/2025	Financial Customer satisfaction Performance Governance
142	Active	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	14/01/2025	Financial Reputation Customer satisfaction H&S wellbeing Contractual governance

The following risks have a current risk score of 16.

Risk ID	Risk Status	Risk Title	Risk Description	Risk Manager	Date Raised	Risk Category (Multi-Select)
145	Active	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.	Jon Whitlock	20/02/2025	Financial Capacity Reputation Governance

195	Active	Private Sector Housing (resourcing)	If CBC does not, or cannot, adequately resource its private sector housing work, then the authority will be unable to meet its statutory obligations and duties.	Bernadette Reed Louis Krog	12/09/2025	Reputation Legal
197	Active	People resource, LGR and financial provision	If we do not make an adequate provision in our financial plan for additional people resources over the next few years then we may not be able to deliver business as usual	Ann Wolstencroft	18/09/2025	Employee Capacity Reputation Customer satisfaction Performance Legal
146	Active	M5 J10 Planning	If the SLP councils 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 and an appropriate method of testing S106 contributions, then this may have a major impact on how planning applications are considered and impact on meeting the councils 5-year housing land supply.	Tracey Birkinshaw	07/05/2025	Contractual governance Performance
151	Active	Impact of lack of 5 Year housing land supply	If the housing delivery action plan, which seeks to address the lack of a 5-year housing land supply, is ineffective then will need to consider alternative actions.	John Spurling	14/01/2025	Reputation Capacity Performance
153	Active	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	21/01/2025	Reputation Contractual governance Financial Performance Capacity Governance Legal
158	Active	Local Government Reorganisation	If local government re-organisation is not managed effectively then it may impact on financial viability, services to residents and staff motivation and retention.	Gareth Edmundson	12/12/2024	Employee Financial Capacity Reputation Customer satisfaction Performance Governance

188	Active	Demand for Housing accommodation	If the number of asylum seekers and refugees and homelessness generally continues to increase in Cheltenham, and there is insufficient accommodation to meet the demand for housing then there will be increased pressures on homelessness and rough sleeping services.	Martin Stacy	25/06/2025	Financial Capacity Customer satisfaction Performance Reputation
152	Active	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	14/01/2025	Financial Reputation
160	Active	Medium Term Financial Strategy (GF)	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.	Jon Whitlock	21/01/2025	Financial Capacity Customer satisfaction Governance Reputation
157	Active	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	21/01/2025	Reputation Governance Financial

Two of those with a score risk score of 16 were confidential risks and so cannot be shared in a public forum.

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