	Updates automa						utomatically		Updates automatica		ally			
		Threat Risks				Curro	ant Dick Loval				Does the			
Risk Title	Risk Description	Key Causes	Key Consequences	Status Open / Closed	Risk Category	Key Mitigations			nt Risk Level		Monetary Impact of Risk	Council Risk Appetite for the	risk exceed the	Financial Risk
							Likelihoo	Impact	Risk Ratin	Risk Leve	£k	risk type identified	council's risk appetite?	Exposure
New Agreement for Lease not concluded with BSWN	repairs and improved fire safety of the		refurbish the coach house are not taken forward or the tenant surrenders the lease and building in the current state of repair back to BCC, creating a	Open	Financial Loss/Gain	BCC Property and Economic Development officers will make every effort to negotiate around the conditions and reach an agreement with BSWN, whilst safeguarding the Council's interests, escalating issues to Directors or Cabinet members as needed. BCC Officers will endeavour to monitor and make best use of the terms and conditions of the existing short lease and linked service agreement to ensure that essential repairs and improvements are carried out as far as its resources permit.	3	3	9	Medium	£600,000	Cautious	Yes	£375,000.00
New Agreement for Lease concluded but the main condition not met or planning consent refused or delayed	BCC concludes a new Agreement for Lease but BSWN is unable to meet the condition set. The condition not met will be a shortfall of funding required for fire safety and other priority repairs, and/or failure to carry them out. Additionally, planning consent for the refurbishment is refused or delayed.	BSWN is unable to secure the required level of funding to carry out fire safety and other essential repairs due to inflation or difficulty to secure the lending required for the Stage 1 works. Or planning consent is refused or delayed due to technical reasons, eg compliance with the LPA's energy and environmental policies.	Plans to substantially refurbish the coach house are not taken forward or the tenant surrenders the lease and building in the current state of repair back to BCC, creating a significant financial liability. BCC is required to identify financial options to undertake the necessary urgent repairs short term to re-let the building The cost of repairs and fire safety improvements is estimated in the region of £0.5 to £0.7 million.	Open	Financial Loss/Gain	BCC Property and Economic Development officers will make every effort to be flexible and facilitative around the conditions set for BSWN which will be linked to the phasing of agreed works. Whilst safeguarding the Council's interests, escalating issues to Directors or Cabinet members as needed. BCC Officers will endeavour to monitor and make best use of the terms and conditions of the new Agreement for lease and linked service agreement to ensure that BSWN commits to carrying out essential repairs and improvements as far as resources permit. BCC will also advise and support BSWN as a valued partner to raise external funding to deliver each stage of the refurbishment scheme. If planning consent is refused or delayed and/or energy or environmental standards present challenges, BCC Sustainability and Climate Change and other relevant Services will be asked to advise and support BSWN to revise the scheme, and, if appropriate, broker additional funding eg. for climate / net zero carbon measures. In the worst case scenario where BSWN cannot proceed with the refurbishment or continue to operate in the building and surrenders the short lease, BCC Property will seek to market the the building (unrefurbished) and realise the freehold/long leasehold asset value.	2	3	6	Medium	£600,000	Cautious	Yes	£180,000.00
Agreement to this CAT will precipitate similar requests from other VCSE organisations	Agreement of this CAT and associated terms (125 years, nil rent, nil premium), will precipitate similar requests from other VCSEs in the city if their building uses and or services offer equivalent social or economic value to the communities they serve.	required for this CAT may set a precedent, potentially generating interest and requests for similarly favourable terms / longer leases on the part of other VCSEs seeking to raise capital to refurbish their buildings or comply with new	Requests from VCSEs to the CAT Group for longer leases - between 35 to 125 years on peppercorn terms could, if approved, lead to a cumulative loss of rental income / revenue creating increased financial pressures on BCC's operational property portfolio.		Financial Loss/Gain	The CAT policy sets out that leases above 35 years will only be considered by exception if supported by a business case that demonstrates special circumstances or requirements from funders or lenders. The Coach House project to estabish a Centre for Black Enterprise and Culture, the business case made by BSWN in terms of their larger scale capital funding requirement and high social and economic value generated is an exceptional case, and will not create a precedent that is either easily replicated and/or applicable to other VCSE projects or buildings. The CAT group will consider any similar applications on a case by case basis as defined by the published policy.	3	3	9	Medium		Cautious	Yes	£0.00
									0	FALSE		FALSE	#N/A	£0.00
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£555,000.00

							Updates Automatically			utomatically		Updates Automatically
				Otatus		Opportunity Risks	Current Risk Level					
Opportunity Risk Title	Risk Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Key Mitigations	_			vel	Monetary Impact of Risk	Financial Opportunity Exposure
							Likelihood	Impac	Risk Rat	Risk Le	£k	
Long term Social and economic value generation for BAME communities	is not approved, the £4.9 m capital fund-raising for the new Centre for Black Enterprise and Culture will not be facilitated and the full refurbishment will not be achieved or will be seriously delayed. The opportunity will be lost to generate very		The business case for the Coach House project calculates the social and economic value in terms of job creation and business output / productivity growth, and creative and cultural output as, at the minimum, £712,000, and, after refurbishment, around £1,068,000 per annum - benefiting local communities in East Bristol and the wider city. BCC has validated these estimates and is persuaded that the added value will be very significant and long term. This value is also unlikely to be delivered at this scale by any other local organisation or project.	Open		Mitigations to ensure this major opportunity to support and benefit BAME communities in the city is not lost include the creation of a robust culture of partnership between BCC services (Property, Economic Developmet and Culture) and stategic stakeholders and funders, e.g. WECA, University of Bristol, Heritage Lottery Fund, Arts Council England and others, through the Coach House Steering Group. And commitments made by BSWN via a Service Agreement to regularly report on the progress to deliver the Centre and the activities and outcomes of the enterprise and cultural support services being delivered currently and into the future by the Centre.	1	7	7	Medium		£0.00
Energy and environmental upgrades to the building	is not approved, the £4.9 m capital fund-raising for the new Centre for Black Enterprise and Culture will not be facilitated and the full refurbishment, including energy efficiency improvements and new renewable power installations to a BREEAM Excellent	Given the 2030 timescale for Bristol's One City Climate Strategy and BCC's objective to decarbonise its estate / assets by 2025 any failure or delay to approve the CAT long lease, will trigger this risk of losing or reducing the opportunity to secure external grant funding for the refurbishment works including energy efficiency improvements.	BCC would either have to meet the substantial capital cost associated with ensuring the building complies with incoming MEES (Minimum Energy Efficicency Standards) by April 2025, or proceed to sell the long lease / freehold on the open market without the benefit of any energy upgrades implemented, and accept the consequent reduction in value of capital receipt. There could also be a loss of reputation arising from any BCC failure to comply with its own Climate strategy and policy for its estate.	Open	Environmental	Ensure the benefits of the opportunity are met by approving the Coach House project and continuing to support BSWN through close partnership working with BCC services	3	3	9	Medium		£0.00
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									0	FALSE		£0.00

Threat Risks							
Number of Open Risks	3						
CRITICAL	0						
HIGH	0						
MEDIUM	3						
LOW	0						
Cost Risk Exposure	£555,000.00						
Number of risks exceeding risk appetite	3						
Number of risks within risk appetite	0						

Opportunity Risks								
Number of Open Risks	2							
SIGNIFICANT	0							
HIGH	0							
MEDIUM	2							
LOW	0							
Cost Opportunity Exposure	£0.00							