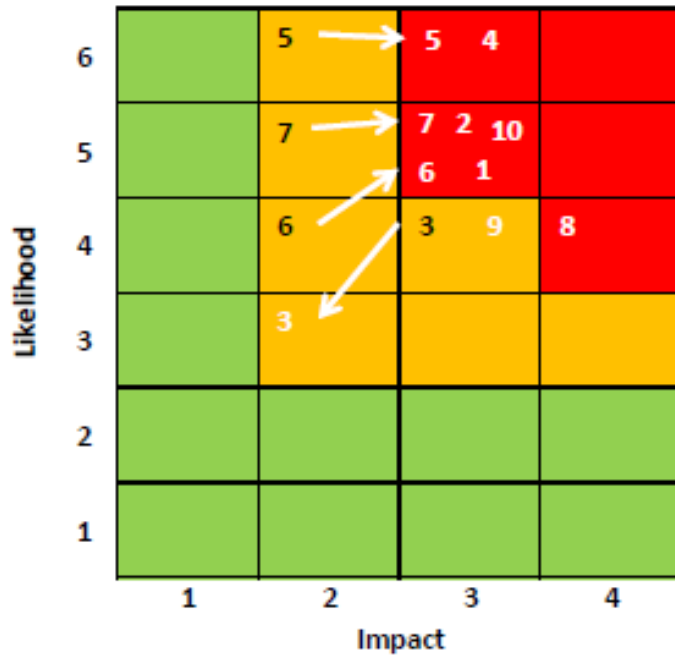


Risk profile

TWBC Risk Matrix: January 2015



Numbers in white represent the current (January 2015) evaluation of the risk. Where that evaluation has changed since October 2014, the previous position is shown in black text with an arrow towards the new position in the matrix.

Likelihood	6 = Very High
	5 = High
	4 = Significant
	3 = Low
	2 = Very Low
	1 = Minimal
Impact	4 = Major
	3 = Severe
	2 = Medium
	1 = Low

Key

- 1 Cinema site remains undeveloped
- 2 Being unable to maximise economic opportunities and resolve infrastructure issues
- 3 Resident engagement
- 4 Unable to plan financially over the longer term
- 5 National policy changes in short term that impact negatively on TWBC and on direction
- 6 Missing something significant (100 – 250k impact) – ‘dropping the ball’
- 7 Being unable to meet expectations within resources
- 8 Inspector decision which challenges housing target vs housing supply
- 9 Not managing control and change effectively – Staff, Management, and Political.
- 10 Development Programme.

Tunbridge Wells Borough Council: Strategic Risk Register January 2015

Strategic Risk	Lead Officer & Member	Score Oct 2014	Score Jan 2015	Direction of travel	Contributing factors & Potential impact	Current controls	Updates this quarter (bold items reasons for change in rating)
1. Cinema site remains undeveloped	J MacDonald Cllr Jukes	5 Lk x 3 Im 15 RED	5 Lk x 3 Im 15 RED	↔	-Key site, not in TWBC ownership/control (CF) - <i>Reputational damage (PI)</i> - <i>Discouraging town centre investment (PI)</i>	- Planning notice to owners - Regular developer contact	- Site cleared - Current owner seeking sale?
2. Being unable to maximise economic opportunities and resolve infrastructure issues	D Candlin Cllr McDermott	5 Lk x 3 Im 15 RED	5 Lk x 3 Im 15 RED	↔	- Competition for opportunity (CF) - Housing cost & infrastructure weakness (CF) - <i>Impact on economic success (PI)</i>	- A21 & North Farm works - Maintain good relations - Dev. Advisory Panel	- Local Growth Fund - Delayed infrastructure projects - Professional advice secured
3. Resident engagement	W Benson Cllr Jukes	4 Lk x 3 Im 12 AMBER	3 Lk x 3 Im 9 AMBER	↓	- Finance limits use of schemes (CF) - Disproportionate minority highly vocal (CF) - <i>Decisions out of step with public need (PI)</i>	- Forums/advisory groups - Social media use	- Increased resident engagement
4. Unable to plan financially over the longer term	L Colyer Cllr Rusbridge	6 Lk x 3 Im 18 RED	6 Lk x 3 Im 18 RED	↔	- Govt funding lower & major uncertainty (CF) - <i>Reactive decision making only (PI)</i> - <i>Staff retention/services limited (PI)</i>	- Balanced budget - User pays principle - Varying sources of income	
5. National policy changes in short term impact negatively on TWBC and direction	W Benson Cllr Jukes	6 Lk x 2 Im 12 AMBER	6 Lk x 3 Im 18 RED	↑	- Significant changes with more to come (CF) - Hostile environment affecting LG (CF) - <i>Unpredictable/frequent change (PI)</i>	- Flexibility among staff - Partnership working	- Upcoming election - New Homes Bonus at risk
6. Missing something significant (dropping the ball)	L Colyer Cllr Jukes	4 Lk x 2 Im 8 AMBER	5 Lk x 3 Im 15 RED	↑	- Reduced staffing limits flexibility (CF) - <i>Key person dependency/staff pressure (PI)</i> - <i>Mistakes, complaints and loss (PI)</i>	- Partnership working - H&S as standing item - EP review	- H&S establishment up 1 FTE - Increasing competition for professional qualified staff - Accounts timetable bfwd
7. Being unable to meet expectations within resources	W Benson Cllr Jukes	5 Lk x 2 Im 10 AMBER	5 Lk x 3 Im 15 RED	↑	- Reduced staff & vocal local community (CF) - <i>Increased stress/reduced morale (PI)</i> - <i>Poor public satisfaction (PI)</i>	- Manage strategic plan - Performance monitoring - Enabling approach	- New Homes Bonus at risk - NNDR revaluation risk transfer - RSG likely gone by 2018
8. Inspector decision which challenges housing target vs housing supply	J Lynch Cllr McDermott	4 Lk x 4 Im 16 RED	4 Lk x 4 Im 16 RED	↔	- Uncertainty in law/decision making (CF) - <i>Loss of council control, and income (PI)</i> - <i>Member/public dissatisfaction (PI)</i>	- Regular report/LP review - Planning policy review - Specialist legal advice	- Legal advice no longer required - Full Council agreement to site allocations
9. Not managing control and change effectively	W Benson Cllr Jukes	4 Lk x 3 Im 12 AMBER	4 Lk x 3 Im 12 AMBER	↔	- MKIP management spread (CF) - <i>Service delivery affected (PI)</i> - <i>Staff/political dissatisfaction (PI)</i>	- MKIP Board - Shared service boards - MKS Director	
10. Development programme	D Candlin Cllr Jukes	5 Lk x 3 Im 15 RED	5 Lk x 3 Im 15 RED	↔	- Identified development sites (CF) - <i>Insufficient expertise/funding (PI)</i> - <i>Loss of investment/reputation (PI)</i>	- Dev Advisory Panel/Group - Professional advice - Staged approvals/risk logs	- Professional staff appointed

Risk Scenario 2: Being unable to maximise economic opportunities and resolve infrastructure issues

Risk Description:		Likelihood/Impact	High (5) / Severe (3)
Economic development and infrastructure			
Member Risk Owner	Jane March/Alan McDermott	Officer Risk Owner	David Candlin
Vulnerability/ Contributing factors		Potential Impact/ Consequences	Current Controls/ Mitigations in place
<ul style="list-style-type: none"> • There are economic opportunities but other areas are also chasing these. • The local economic offer and reputation is strong and improving with latent demand, particularly in retail and 'in town' while the Council has developed wider Borough opportunities, e.g. North Farm. • There are issues around cost of housing and infrastructure, particularly traffic congestion which could affect ability to make the most of opportunities. • <i>Local Growth Fund based on competitive funding</i> • <i>Insufficient development of infrastructure projects (shovel ready)</i> 		<ul style="list-style-type: none"> • Lose out to other areas • Unable to secure sufficient opportunities • Local area and people lose out • Insufficient inward investment • Impact on economic vitality of area • Curtails attractiveness • Impact on revenue streams and income • Suffer in comparison to others • Damage to reputation 	<ul style="list-style-type: none"> • Delivery by Highways Agency of A21 Tonbridge to Pembury dualling. • Delivery of North Farm infrastructure improvements. • Secure KMEP and SELEP support for delivery of key infrastructure improvements. • Maintain and develop relationships with key partners, landowners & developers. • Ensure Local Plan and Transport Strategy address economic & transport issues. • Development Advisory Panel to review and inform Council development programme. • Professional advice sought to establish viability and support delivery of Council development programme schemes. • <i>Professional advice secured to establish viability of transport schemes</i>

Risk Scenario 8: Inspector decision which challenges housing target vs housing supply

Risk Description:		Likelihood/Impact	Significant (4) / Major (4)
Housing target/supply			
Member Risk Owner	Alan McDermott	Officer Risk Owner	Jane Lynch
Vulnerability/ Contributing factors		Potential Impact/ Consequences	Current Controls/ Mitigations in place
<ul style="list-style-type: none"> • There has been a change in housing formula towards growth. There is resistance to housing growth locally with a difference between housing target and housing supply levels • A number of recent legal/planning decisions raising uncertainty on process and ability to progress the Site Allocations Development Plan Document • Uncertainty in law as to status of housing numbers, in turn affecting core strategy • Risk of appeals has increased 		<ul style="list-style-type: none"> • Council lose control • Increase in level of housing on greenfield sites • Member/community dissatisfaction • Increased traffic congestion • Impact on infrastructure • Financial benefit of planned growth – opportunity impact • Significant new costs to support production of new Core Strategy/Local Plan • Potential significant appeal related costs following refusal of major resident development • Planning by appeal leading to loss of New Homes Bonus • Potential legal fees/officer costs/loss of section 106 	<ul style="list-style-type: none"> • Ensuring any new evidence base to support Site Allocations DPD is viable for use with any future new Plan should it be needed • Regular reporting to Planning Policy Working Group/Cabinet member/ Planning Committee on risk and legislative changes • Inclusion of early Local Plan review within Local Development Scheme to support decision to accept <i>continue with</i> Site Allocations DPD at least in short term • Restructure of Planning Policy Team to support flexible working • <i>Agreement to site allocations DPD by Full Council so progressing towards Submission and adoption</i> • Procuring legal advice • Consideration by the constitutional working party

Risk Scenario 10: Development Programme

Risk Description:		Likelihood/Impact	High (5) / Severe(3)
Development Programme			
Member Risk Owner	David Jukes	Officer Risk Owner	David Candlin
Vulnerability/ Contributing factors		Potential Impact/ Consequences	Current Controls/ Mitigations in place
<ul style="list-style-type: none"> The Council has identified a number of development opportunities to support the growth of the local economy. Development of these Council owned sites is to be led by the Council which brings additional financial and property risks. 		<ul style="list-style-type: none"> Impact on revenue streams and income Damage to reputation Insufficient professional expertise Procurement and issues of delay Economic climate 	<ul style="list-style-type: none"> Development Advisory Panel (DAP) to review and inform Council development programme. Officer Group established to manage and control programme. Professional advice sought to establish viability and support delivery of Council development programme schemes. Utilisation of framework agreements where appropriate to manage procurement timetables. Specific risk logs developed for each development site and monitored by DAP and Officer Group. Staged approvals for development progress to manage cost exposure and risk <i>Appointment of additional professional staff to enhance in-house experience</i>