



Tunbridge Wells BC Strategic Risk Register Refresh Report

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Contents and distribution



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Executive Summary

Introduction

Good risk management supports the achievement of objectives and has a vital role to play in ensuring that an organisation is well run. The purpose of this exercise was to develop and update the pre-existing risk register at the council, that included those risks that will stop it from achieving its objectives and service objectives.

The outcomes from this exercise intend to provide greater clarity from the perspective of the Management Board on the key risk areas moving forward, their relative importance and clarity on ownership and accountability around mitigation and control. This will allow the Council, and specific risk owners to agree on appropriate actions to manage the risks.

Approach to the Exercise

This was an interactive exercise held on 25th March 2019 to identify and prioritise key risks to Tunbridge Wells Borough Council. It comprised several interviews (shown in Appendix 1) followed by a workshop with Management Board, with the key discussion points from the interviews fed into the afternoon workshop. This exercise included:

- Identification of key risks which may affect the ability of the council to deliver against key objectives and priorities. This discussion was focused on identifying only the most important strategic risks
- Prioritising these risks in terms of likelihood and impact. It should also be noted the risk matrix and associated risk criteria were changed from that used previously on the Strategic risk register, to ensure alignment and consistency with the Council's risk management framework moving forward.

Outcomes

In total 10 strategic risks were agreed at the workshop with each risk being discussed to ensure common agreement and understanding of its description and then prioritised on a risk profile matrix.

As a result of this workshop, 3 risks were removed, 3 new risks were created and 7 risks were reviewed and revised. For these revised risks, the broad risk area remained the same as previously but the risks were updated and reworded in all cases.

Next steps

Moving forward, there is a need to:

- Validate and agree the identified risks and overall risk profile including any relevant key input from those unable to attend the workshop
- Validation and identification of risk owners for each key risk moving forward
- Agreement on target risk scores for each risk

The Process

The following process was used as shown in Tunbridge Wells BC's Risk Management Framework. This can be explained as follows:

Set Objectives

Before we can assess what risks stand in the Council's way we need to understand where we are going, what the Council wants to achieve and the resources it has available. This clarity around objectives will allow a greater understanding on what will stop the council from achieving those objectives and the opportunities they may need to grasp to meet those goals.

Risk Identification

The next step which formed part of the initial stage is risk identification. At this stage attendees highlighted broad areas of risk which required further discussion and analysis.

Risk Evaluation

The identified broad risk areas were discussed and framed into a risk scenario format, containing risk cause and description elements, with a 'trigger' also identified. This format ensured that the full nature of the risk was considered and also helped with the prioritisation of the risk

Risk Treatment

The discussion resulted in 10 risk scenarios being agreed, please see strategic risk register on slides 7-16 and these were assessed for impact and likelihood and plotted onto a matrix shown in the Risk Profile Matrix on slide 5.

The likelihood of the risks was measured as being 'Remote', 'Unlikely', 'Possible', 'Likely', 'Almost Certain'. The impact compared against the key objectives and Corporate Plan was measured as being 'Minimal', 'Minor', 'Moderate', 'Major', 'Catastrophic'.

Risk Monitoring & Reporting

The next stage is to complete the revised management action plans. It is recommended that the Management Board, and risk owners in particular, complete the action planning process as soon as possible in order to manage the risks. It is also important this work is monitored and measured and key actions are reassessed regularly to ensure progress is being made.



Revised Strategic Risk Register Overview



To summarise the impacts on the risk register as a result of the most recent workshop:

The following risks were previously on Tunbridge Wells BC's Strategic Risk Register (last update November 2018), and have now been removed:

- Previous CSR01 – Cinema Site remains undeveloped
- Previous CSR03 – Resident engagement
- Previous CSR09 – Development Programme

The following risks have been reviewed, updated and amended from previously to represent the most up to date view of the current risks, albeit they still pertain to a similar risk theme as was previously articulated within the identified risk. They are shown below with their revised risk heading:

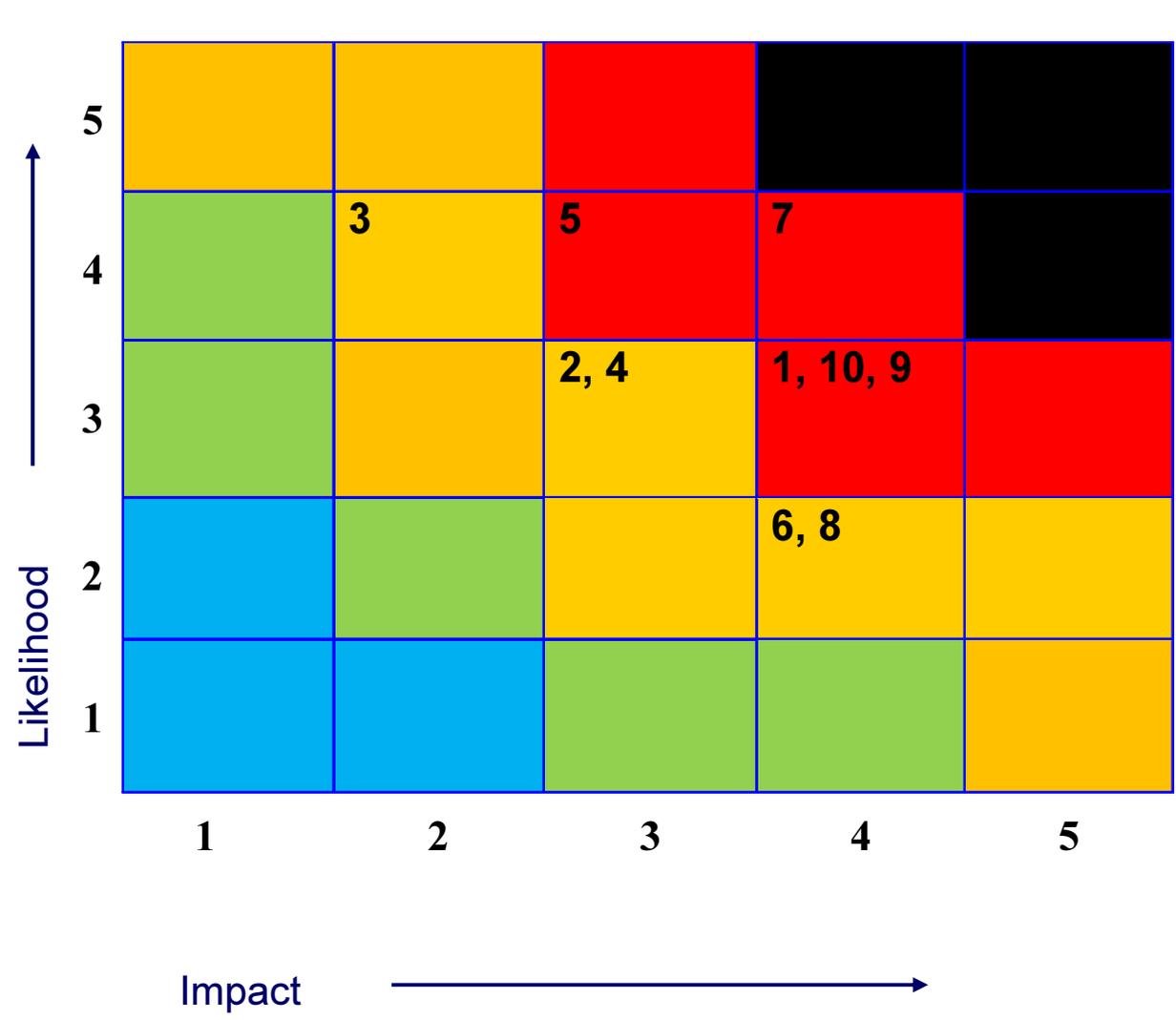
- CSR02 – Economic development and vitality
- CSR04 – Unable to plan financially over the longer term
- CSR05 – National policy changes in the short term that negatively impact TWBC
- CSR06 – Service Interruption
- CSR07 – Capacity fails to keep pace with ambitions
- CSR08 – Local plan adoption - housing
- CSR10 – Calverley Square

Finally, the risks below are three new risks which were identified and created within the workshop:

- New CSR01 – Cyber attack / incident
- New CSR03 – Contract management and delivery
- New CSR09 – Amelia Scott cultural development

In the risk register that follows, there are therefore a total of 10 risks that were identified through the review. Going forward the Council, through the Management Board will need to develop the mitigating actions and strategies for each of the risks.

Risk Matrix – June 2019



Likelihood:

- 5 Almost Certain
- 4 Likely
- 3 Possible
- 2 Unlikely
- 1 Remote

Impact:

- 5 Catastrophic
- 4 Major
- 3 Moderate
- 2 Minor
- 1 Minimal

Appendix A - Attendees



As part of this risk management review of the service areas, we had engagement from a number of key individuals and we would like to thank the following for their time and input during the review:

Interviewees:

- Denise Haylett – Head of Facilities & Communities Hubs
- Chris Woodward – Head of ICT
- David Candlin – Head of Economic Development & Property
- Cllr David Scott – Chair of Audit & Governance Committee
- Rich Clarke – Head of MKIP Audit
- Jane Fineman – Head of Finance & Procurement

Workshop

- William Benson – Chief Executive
- Lee Coyler – Director of Finance, Policy & Development
- Paul Taylor – Director of Change and Communities
- Nicky Carter – Head of HR, Customer Service and Culture
- Steve McGuinness – Mid-Kent Services Director
- Rich Clarke – Head of MKIP Audit