

# Strategic Risks

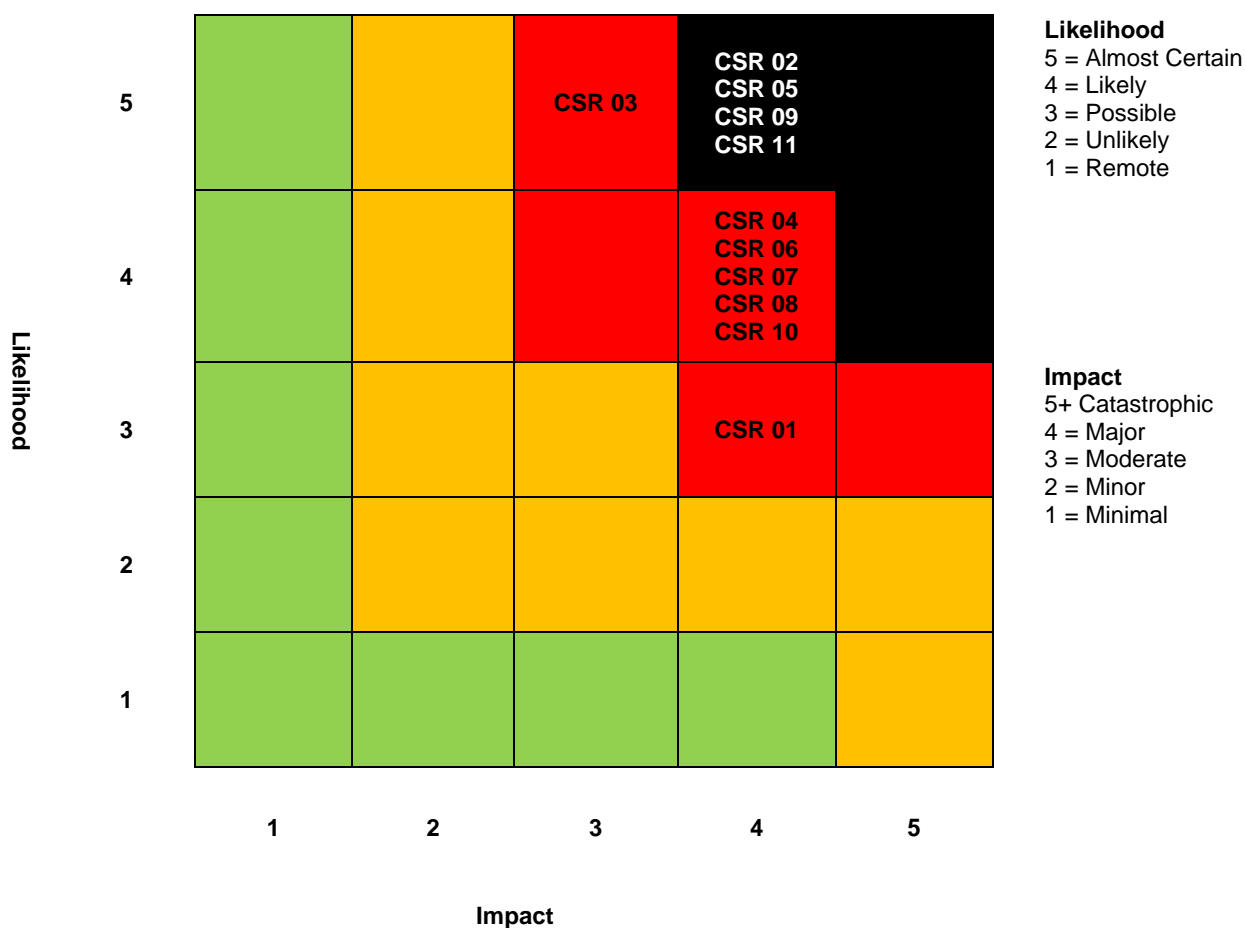
The Strategic Risk Profile chart below shows each risk scored onto the risk matrix graph. The further towards the top right-hand corner the greater the risk to the Council. The chart below provides only a snapshot on a particular date.

The risk scenarios are:

- CSR01: Cyber attack / incident
- CSR02: Economic development and vitality
- CSR03: Contract management and delivery
- CSR04: Unable to plan financially over the longer-term
- CSR05: National policy changes in short term that negatively impact on TWBC
- CSR06: Service Interruption
- CSR07: Capacity fails to keep pace with ambitions
- CSR08: Local plan adoption – housing
- CSR09: The Amelia Scott
- CSR10: Climate Change
- CSR11: Pandemic

## Tunbridge Wells Borough Council Strategic Risk Profile

March 2021



The table below tracks movement in the identified strategic risk areas.

Risk Ref	Title	June 2020	September 2020	November 2020	March 2021	Trend
CSR 01	Cyber attack/ incident	12 (3 x Lk, 4 x Im)	12 (3 x Lk, 4 x Im)	12 (3 x Lk, 4 x Im)	12 (3 x Lk, 4 x Im)	↔
CSR 02	Economic development and vitality	20 (5 x Lk, 4 x Im)	20 (5 x Lk, 4 x Im)	20 (5 x Lk, 4 x Im)	20 (5 x Lk, 4 x Im)	↔
CSR 03	Contract management and delivery	8 (4 x Lk, 2 x Im)	15 (5 x Lk, 3 x Im)	15 (5 x Lk, 3 x Im)	15 (5 x Lk, 3 x Im)	↑
CSR 04	Unable to plan financially over the longer term.	20 (5 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	↓
CSR 05	National policy changes in short term impact negatively on TWBC and direction.	20 (5 x Lk, 4 x Im)	20 (5 x Lk, 4 x Im)	20 (5 x Lk, 4 x Im)	20 (5 x Lk, 4 x Im)	↔
CSR 06	Service Interruption	20 (5 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	↓
CSR 07	Capacity fails to keep pace with ambitions	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	↔
CSR 08	Local plan adoption - housing	8 (2 x Lk, 4 x Im)	12 (3 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	↑
CSR 09	The Amelia Scott	12 (3 x Lk, 4 x Im)	12 (3 x Lk, 4 x Im)	12 (3 x Lk, 4 x Im)	20 (5 x Lk, 4 x Im)	↑
CSR 10	Climate Emergency	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	↔
CSR 11	Pandemic	20 (5 x Lk, 4 x Im)	20 (5 x Lk, 4 x Im)	20 (5 x Lk, 4 x Im)	20 (5 x Lk, 4 x Im)	↔

## Risk Scenario 1: Cyber-attack / incident

<b>Risk Description:</b>		<b>Current Likelihood/ Impact</b>	Possible (3) /Major (4)
<b>A successful cyber-attack or cyber incident which causes significant disruption to ability to deliver services</b>		<b>Target Likelihood/ Impact</b>	Unlikely (2) / Minor (2)
<b>Member Risk Owner</b>	Cllr Dawlings	<b>Officer Risk Owner</b>	Chris Woodward
<b>Vulnerability/ Contributing factors</b>		<b>Potential Impact/ Consequences</b>	<b>Current Controls/ Mitigations in place/Actions</b>
<ul style="list-style-type: none"> <li>• Increased threat from cyber security attacks</li> <li>• Ever increasing reliance on digital systems for virtually all Council activities and services</li> <li>• Data increasingly held in electronic format, not on hard copy paper records</li> <li>• Robustness of IT Disaster recovery arrangements</li> </ul>		<ul style="list-style-type: none"> <li>• Systems offline for a period of time</li> <li>• Loss of data</li> <li>• Impacting on the ability of Tunbridge to deliver services</li> <li>• Service disruption/failure</li> <li>• Dissatisfied customers – not meeting customer expectations</li> <li>• Data compromised / lost</li> <li>• Safeguarding and data protection issues</li> <li>• Financial impact –potential fine and cost of rectifying</li> </ul>	<ul style="list-style-type: none"> <li>• Designation of a Senior Information Risk Officer</li> <li>• Public Service Network accreditation</li> <li>• Support from the National Centre for Cyber Security (part of GCHQ)</li> <li>• Continuation of cyber awareness campaign - Q2</li> <li>• Upgrade to current backup technology Q3</li> <li>• Installation of Cortex XDR security agents on all home&amp; office devices</li> <li>• Cyber security testing &amp; training</li> <li>• Darktrace AI based cyber immune system</li> <li>• Nessus scanning software reporting daily on system vulnerabilities</li> <li>• Implementation of Next Gen firewall</li> <li>• Effective backup technology</li> <li>• ICT policies &amp; staff training, including disaster recovery plan</li> </ul>

## Risk Scenario 2: Economic development and vitality

Risk Description:		Current Likelihood/Impact	Almost Certain (5) / Major (4)
Tunbridge Wells not seen as a destination of choice for retailers / consumers / employers		Target Likelihood/ Impact	Possible (3) / Moderate (3)
Member Risk Owner	Cllr March	Officer Risk Owner	David Candlin
Vulnerability/ Contributing factors		Potential Impact/ Consequences	Current Controls/ Mitigations in place/ Actions
<ul style="list-style-type: none"> <li>Global Pandemic (Covid-19) closing the economy and restricting public movements</li> <li>Competition for economic opportunities from other areas</li> <li>Longer term High Street and retail decline over last 18 months</li> <li>Significant change in nature of high street due to Covid-19 – including accelerated shift to online and ‘experience’</li> <li>Significant change in office working practices and reduced daily market</li> <li>Reimpose local restrictions for Covid-19 due to infection spikes</li> <li>Historic centre with restricted pavement space to meet new covid-19 challenges</li> <li>Redevelopment of RVP to provide an improved offer</li> <li>Ongoing infrastructure issues, particularly traffic congestion affecting opportunities</li> <li>The implications of Brexit, possible No Deal, and wider economic impacts with the potential to have a significant impact on the local economy</li> <li>Lack of ambition and ability of the Council to deliver infrastructure and growth</li> </ul>		<ul style="list-style-type: none"> <li>Lose out to other areas</li> <li>Impact on economic vitality of area</li> <li>Large scale property vacancy</li> <li>Major redefinition of public realm space</li> <li>Unable to secure sufficient opportunities</li> <li>Local area and people lose out</li> <li>Insufficient inward investment</li> <li>Potential for knock on effects</li> <li>Curtails attractiveness</li> <li>Significant and ongoing impact on revenue streams and income (inc. business rates and car parking)</li> <li>Housing not built</li> <li>More vulnerable to appeal around Local Plan. Reduced control on environment to meet Covid-19 recovery plans</li> <li>Impact on staff recruitment and retention</li> <li>Damage to reputation as a place for investment</li> </ul>	<ul style="list-style-type: none"> <li>Work with Kent County Council and the Kent Resilience Forum on Covid-19</li> <li>Delivering Covid-19 reopening plan with business partners across borough</li> <li>Delivery of amendments to road network to encourage walking and cycling</li> <li>Work with Royal Tunbridge Wells Together Business Improvement District including promoting Royal Tunbridge Wells</li> <li>RVP refurbishment completed and discussion on future RVP redevelopment</li> <li>Deliver out the Amelia Scott</li> <li>Ensure Local Plan and Transport Strategy address changes to the economy &amp; transportation post Covid-19 including future office demand</li> <li>Lobby with partners and stakeholders (including SELEP) to minimise negative impact of Brexit terms and for additional support for Covid-19</li> <li>Secure KMPEP and SELEP support for delivery of key infrastructure improvements</li> <li>Monitor Brexit negotiations and terms impacting on the local economy and business sectors in the Borough</li> <li>Support for community facilities in the rural towns</li> <li>Work with West Kent partners to update and promote key economic development priorities</li> <li>Review and revise existing approved Economic Development Strategy in the post Covid-19 world</li> </ul>

		<ul style="list-style-type: none"><li>• Maintain and develop working relationships with key partners, landowners &amp; developers</li></ul>
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### Risk Scenario 3: Contract management and delivery

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	Almost Certain (5) / Moderate (3)
<b>Council unable to source contractor to deliver service within financial parameters / existing provider(s) ceases to provide service</b>		<b>Target Likelihood/ Impact</b>	Unlikely (2) / Minor (2)
<b>Member Risk Owner</b>	Cllr March	<b>Officer Risk Owner</b>	Gary Stevenson
<b>Vulnerability/ Contributing factors</b>		<b>Potential Impact/ Consequences</b>	<b>Current Controls/ Mitigations in place/ Actions</b>
<ul style="list-style-type: none"> <li>The Council has several long-term external contracts which are due to tender within the near future, specifically Grounds Maintenance (2019/20/21) and Sports Centres (2021/22).</li> <li>There are long-term financial parameters within which these contracts need to be let and delivered to.</li> <li>Short-term impact on the Councils Leisure contractor and there is the potential for significant changes in the leisure market due to impact Covid-19</li> <li>The Council is accountable and has responsibility for delivery of these services, even where they are delivered with or through 3rd party organisations.</li> <li>The new recycling and waste contract involved the most fundamental change to the service for circa 25 years and is being delivered with a neighbouring authority.</li> </ul>		<ul style="list-style-type: none"> <li>Services disrupted or below agreed standards</li> <li>Complaints</li> <li>Adverse publicity and media</li> <li>Potential for Contractor withdrawal or failure</li> <li>Potential service failure</li> <li>Disruption to services with business continuity arrangements required</li> <li>Required to re-tender at short notice</li> <li>Additional capacity and resources required at short notice</li> <li>Knock on implications on other activities.</li> <li>Loss of public confidence in waste and recycling service.</li> <li>Reduction in completion and negative change in financial terms in forthcoming procurements</li> <li>Potential short-term closure of Leisure centres</li> </ul>	<ul style="list-style-type: none"> <li>Contract supervision by TWBC</li> <li>Contract terms requiring contractor to evidence supervision and performance</li> <li>Reporting of performance and service</li> <li>Overview and Scrutiny Task and Finish Group established to assist in the development of the Grounds Maintenance contract and specification</li> <li>Temporary increase in resources were in place during mobilisation of new recycling service and an improvement plan put in place. Additional permanent resource to contract manage including garden waste subscriptions, which exceeded projections</li> <li>Collective working with other clients of service providers</li> <li>Monitoring of marketplace</li> <li>Exploring to provision of additional transitional financial support to Leisure contractor (Fusion) whilst exploring future options for providing the service.</li> <li>Advice is being sought with partnering authority to ensure delivery of waste service.</li> </ul>

## Risk Scenario 4: Unable to plan financially over the longer term

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	Likely (4) / Major (4)
<b>Longer term financial planning – risk of change adverse to plan of more than £1m across the medium term</b>		<b>Target Likelihood/ Impact</b>	Possible (3) / Moderate (3)
<b>Member Risk Owner</b>	Cllr Dawlings	<b>Officer Risk Owner</b>	Lee Colyer
<b>Vulnerability/ Contributing factors</b>		<b>Potential Impact/ Consequences</b>	<b>Current Controls/ Mitigations in place/ Actions</b>
<ul style="list-style-type: none"> <li>The financial impact of the Covid-19 pandemic has seen a collapse of income streams with additional expenditure incurred as a result of the emergency (e.g. setting up and operation of community hub facilities) and the expansion of other services to deal with the emergency (e.g. increase in temporary accommodation need and council tax support).</li> <li>Local Government is expected to play a vital role in the recovery stage to get the local economy up and running and to support the community in addition to responding to further waves of the pandemic.</li> <li>Revenue Support Grant remains at zero as the Government favours incentive-based schemes reliant on growth and for council's to be financially self-sufficient.</li> <li>No funding settlement in place for Local Government beyond the current year.</li> <li>This Council's income is below that of neighbouring councils and is not sufficient to meet expenditure pressures. There is now a £3 million budget gap for 2022/23.</li> <li>Property costs consume a disproportionate amount of the available budget.</li> </ul>		<ul style="list-style-type: none"> <li>A significant in-year funding gap</li> <li>Depletion of reserves</li> <li>Serious cash-flow issues</li> <li>Unable to set a balanced budget</li> <li>The financial viability of Local Government and the collapse of local services</li> </ul>	<ul style="list-style-type: none"> <li>The council's starting position was sound with healthy reserves, no external debt, a balanced budget and a long track record of clean audit letters.</li> <li>An in-year revised revenue budget permitted the controlled use of reserves.</li> <li>The budget for 2021/22 was agreed by Full Council along with the controlled use of reserves.</li> <li>The Section 25 Statement made clear that the drain on reserves from property assets is unsustainable and the Council must determine which assets are required and fit for purpose and those which should be sold or redeveloped.</li> <li>A new Medium-Term Financial Strategy will be developed from 2022/23.</li> <li>The Council will continue to lobby government for substantial, reliable financial support to manage the local consequences of Covid-19.</li> <li>The Council will continue to lobby government for financial flexibility and freedoms for councils to fund local services and make more decisions locally.</li> <li>A cross party working group was established in 2019 to provide a political solution to the open-ended drain on the council finances from the property estate. This is now more pressing given the change in working</li> </ul>

		practices and the impact on the local economy from the pandemic.
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### Risk Scenario 5: National policy changes in short term that impact negatively on TWBC

Risk Description:		Current Likelihood/Impact	Almost Certain (5) / Major (4)
Significant legislative or decision-making changes often with little notice adversely impact on the delivery of services and strategic planning.		Target Likelihood/ Impact	Possible (3) / Minor (2)
Member Risk Owner	Cllr McDermott	Officer Risk Owner	William Benson
Vulnerability/ Contributing factors		Potential Impact/ Consequences	Current Controls/ Mitigations in place/ Actions
<ul style="list-style-type: none"> <li>• Before the Covid-19 Pandemic, this risk stemmed from the significant changes to the public sector environment and regulations that govern it over the past few years, the uncertainty caused by Brexit and changes to ministerial positions in government.</li> <li>• The Covid Pandemic and the government's response to it has caused significant issues for the Council – alongside the need to redeploy staff to maintain its own operations it has had to respond to requests/requirements from government to respond to the crisis (including the provision of grants to local businesses and the establishment of a 'hub' and contact centre to support the shielded, vulnerable and isolated population).</li> <li>• This situation looks set to endure and the Council is almost certainly going to be required to provide support to the vulnerable and to be involved in issues such as contact</li> </ul>		<ul style="list-style-type: none"> <li>• An inability to balance the budget arising from a catastrophic loss of income or failure to make difficult decisions.</li> <li>• Long-term requirements on the Council to manage and resource both a response to the pandemic and the recovery programme as we emerge from 'lockdown'</li> <li>• Unpredictable and frequent changes required to Council operations and policy/ funding assumptions</li> <li>• Significant work required to respond and address any gaps</li> <li>• Increased and unplanned requirement for resources and finances</li> </ul>	<ul style="list-style-type: none"> <li>• Flexibility encouraged amongst staff</li> <li>• Partnership working presents opportunities to collaborate on service delivery and address constraints on capacity</li> <li>• Engagement with the LGA, SOLACE, central government and parish councils</li> <li>• Work with Kent County Council and other Kent councils on these issues</li> <li>• Proactive work with representative bodies</li> </ul>



<p>tracing and the enforcement of social distancing rules in the workplace.</p> <ul style="list-style-type: none"><li>• As the end of the year draws closer, Kent partners will also need to respond to issues that arise as we near the end of the transition period on Brexit.</li><li>• In addition to Covid-19 and Brexit, there are two further national policy changes that have the potential to have a significant impact on the Borough namely a White Paper on Recovery and Devolution which may press for some form of local government reorganisation and proposed changes to the planning system. The changes to planning are set out under Risk 8 and any changes arising from the White Paper will be integrated into the Risk Register once it is published.</li><li>• Significant policy changes impact on the Council's ability to plan or make decisions.</li></ul>	<ul style="list-style-type: none"><li>• Increased costs/reduced income</li><li>• Lack of certainty on policy direction and finance</li><li>• An impact on the Council's Local Plan and housing targets (see Risk 8)</li></ul>	
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## Risk Scenario 6: Service Interruption

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	Likely (4) / Major (4)
A major incident occurs which causes significant disruption to ability to deliver services		<b>Target Likelihood/ Impact</b>	Unlikely (2) / Minor (2)
<b>Member Risk Owner</b>	Cllr McDermott	<b>Officer Risk Owner</b>	Denise Haylett
<b>Vulnerability/ Contributing factors</b>		<b>Potential Impact/ Consequences</b>	<b>Current Controls/ Mitigations in place/ Actions</b>
<ul style="list-style-type: none"> <li>Increased frequency of extreme weather</li> <li>Increased threats from terrorism</li> <li>Fire and other major events</li> <li>Robustness and relevance of business continuity and emergency planning arrangements in an ever-changing threat environment</li> <li>Possible impact from Brexit in respect of supply chain and labour disruption</li> <li>Capacity is stretched due to Coronavirus which will impact on ability to deal with other events.</li> </ul>		<ul style="list-style-type: none"> <li>Interruption to critical services</li> <li>Potential service failure</li> <li>Staff being pulled in different directions</li> <li>Robustness of arrangements potentially questioned / challenged</li> <li>Claims/Legal action/Compensation</li> <li>Adverse publicity</li> <li>National and local reputation affected</li> <li>Financial loss</li> <li>Exposure to fraud, ransom and denial of service</li> <li>Potential government intervention</li> <li>Staff absentees</li> </ul>	<ul style="list-style-type: none"> <li>Business Continuity Plan</li> <li>Major Emergency Plan</li> <li>Resilience through partnership working</li> <li>Part of the Multi-Agency Agreement</li> <li>Member of the Kent Resilience Forum</li> <li>Review of Emergency Planning arrangements</li> <li><a href="http://www.kentprepared.org.uk">www.kentprepared.org.uk</a></li> </ul>

## Risk Scenario 7: Capacity fails to keep pace with ambition

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	Likely (4) / Major (4)
<b>Risk that capacity fails to keep pace with ambition</b>		<b>Target Likelihood/ Impact</b>	Unlikely (2) / Minor (2)
<b>Member Risk Owner</b>	Cllr McDermott	<b>Officer Risk Owner</b>	William Benson
<b>Vulnerability/ Contributing factors</b>		<b>Potential Impact/ Consequences</b>	<b>Current Controls/ Mitigations in place/ Actions</b>
<ul style="list-style-type: none"> <li>The Council has reduced staff numbers and resources but is under pressure to do more with even less money. With no government grant, the Council relies on income to deliver services and some of these income streams are being challenged as being detrimental to the local economy (e.g. Business Rates and car parking)</li> <li>The local community has high expectations and is demanding when service delivery is interrupted or changed.</li> <li>Whilst this risk originally stemmed from the Council's significant agenda of projects and major capital programme, the Council will now have to re-assess its ambitions in light of revised political priorities, its response to the Covid-19 pandemic and its available staff and financial resources.</li> <li>The Council's Five-Year Plan will need to be updated when time and circumstances permit.</li> <li>Both projects and the Covid-19 response place particular reliance on a number of key people and teams within the Council.</li> <li>High expectations of residents set against constrained resources</li> </ul>		<ul style="list-style-type: none"> <li>Personal impacts – stress, burnout, loss of wellbeing</li> <li>Impact on morale</li> <li>Reliance on key and fewer people</li> <li>Unavailability / loss of key staff</li> <li>Impact on key projects and / or day to day delivery</li> <li>Services/staff are stretched</li> <li>Impact on service quality</li> <li>Satisfaction diminished</li> <li>Major programme / projects not delivered as expected</li> <li>Adverse publicity</li> <li>Political impact</li> <li>Damage to reputation</li> <li>Loss of confidence from the private sector and partner organisations.</li> </ul>	<ul style="list-style-type: none"> <li>Regular consideration by Management Board of resources; additional resources put in place to support priorities (including additional resources to support the Council's property section)</li> <li>Introduction of a Programme Management Office to oversee priority projects</li> <li>Appropriate use of external capacity and expertise</li> <li>Performance monitoring to identify pressure points</li> <li>Improving resilience through partnerships</li> <li>Adopting an 'enabling' approach to encourage community to deliver local services</li> <li>Work with all political groups to establish a revised set of priorities going forward at an appropriate time.</li> </ul>

## Risk Scenario 8: Local Plan adoption – housing

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	Likely (4) / Major (4)
<b>Local Plan not adopted effectively, and housing not delivered in right areas / types</b>		<b>Target Likelihood/ Impact</b>	Possible (3) / Moderate (3)
<b>Member Risk Owner</b>	Cllr McDermott	<b>Officer Risk Owner</b>	Stephen Baughen
<b>Vulnerability/ Contributing factors</b>		<b>Potential Impact/ Consequences</b>	<b>Current Controls/ Mitigations in place/ Action</b>
<ul style="list-style-type: none"> <li>Resistance to housing growth locally</li> <li>Having to meet significantly increased needs in a constrained environment (green belt / AONB / flooding / transport infrastructure)</li> <li>Public opposition to particular proposed allocation sites</li> <li>Requests to accommodate “unmet” need from neighbouring authorities with similar/greater areas of constraint</li> <li>The views of the Planning Inspector on neighbouring authorities whose draft local plans do not meet the housing target levels are relevant to this Council</li> <li>Judicial Review of decisions</li> <li>Results of the housing delivery test, which has punitive measures for under-delivery</li> <li>There is a risk of speculative planning applications/appeals, particularly on those sites not proposed for allocation in the Draft Local Plan/ Pre-Submission Version Local Plan. Risk increased whilst Council cannot demonstrate a five-year supply of housing/failure to meet the housing delivery test</li> <li>The potential changes, increased uncertainty and consequential impact on service operation and delivery, associated with the Government’s consultations on national changes to the planning system (autumn</li> </ul>		<ul style="list-style-type: none"> <li>Significant new costs to support production of revised Local Plan if delayed, or rejected by an Inspector at Examination</li> <li>Long term delays to Local Plan production could see Secretary of State intervention.</li> <li>Until Local Plan is adopted, likely increase in level of housing on unallocated greenfield sites</li> <li>Risk of “viscous cycle” of planning by appeal potentially leading to loss of local decision making ultimately Council loses control of situation</li> <li>Potential significant appeal related costs following refusal of major residential development</li> <li>Member and community dissatisfaction</li> <li>Legal consequences</li> <li>Lack of affordable housing delivery</li> <li>Affordability gap gets worse</li> <li>Financial benefit of planned growth – opportunity impact</li> <li>Increased traffic congestion</li> <li>Impact on infrastructure</li> <li>Potential significant legal fees/officer costs/loss of section 106</li> <li>Service delivery affected</li> <li>Impact on staff recruitment and retention</li> </ul>	<ul style="list-style-type: none"> <li>Work on a new Local Plan progressing. Regulation 18 consultation is due to start soon.</li> <li>Whilst the Local Plan is progressed, regard is being had in determination of planning applications to need to ensure a robust supply and delivery of housing and employment floorspace. Has been a significant increase in grants of planning permission which means there is good progress towards being able to identify a five-year supply of housing from summer 2021. It will then be important to maintain this going forward.</li> <li>Measures in place to ensure high levels of co-ordination between Planning Policy and Development Management functions</li> <li>Regular reporting to Planning Policy Working Group/Cabinet member/ Planning Committee on risk and legislative changes</li> <li>Pre-Submission Local Plan indicates that level of long term identified need can be met by a combination of current supply, additional allocations and windfall provision.</li> <li>Ensuring regular and constructive Duty to Co-operate meetings with neighbouring authorities, with approach adapted to reflect Inspectors’ findings from examination of other authorities’ Local Plans</li> <li>Using the Planning Advisory Service and heeding the views of the Inspectorate from neighbour’s draft plans</li> </ul>

2020) comprise significant (medium-long term) additional vulnerability factors.		
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## Risk Scenario 9: The Amelia Scott

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	<b>Almost Certain (5) / Major (4)</b>
<b>The project not delivered to plan, budget and benefits</b>		<b>Target Likelihood/ Impact</b>	<b>Possible (3) / Minor (2)</b>
<b>Member Risk Owner</b>	Cllr March	<b>Officer Risk Owner</b>	Paul Taylor
<b>Vulnerability/ Contributing factors</b>		<b>Potential Impact/ Consequences</b>	<b>Current Controls/ Mitigations in place/ Actions</b>
<ul style="list-style-type: none"> <li>Delivering an integrated service that meets the aspirations of all stakeholders e.g. KCC, TWBC, HLF, Arts Council</li> <li>Success of the project is dependent on reaching a wider demographic</li> <li>TWBC has the 'financial risk' and management of delivery</li> <li>Performance of consultants (cost consultant)</li> <li>Significant economic climate and shocks including Brexit and the Covid-19 pandemic on delivery and procurement, and therefore costs</li> <li>Internal capacity to deliver</li> <li>Non-delivery of funding strategy</li> </ul>		<ul style="list-style-type: none"> <li>Time delay and cost over-run</li> <li>Potentially loss of funding from HLF/Arts Council</li> <li>Reputational impacts</li> <li>Relationship issue with TWBC and KCC</li> <li>Impact of front-line service delivery</li> <li>Impact of cost consultant and design team errors on financial and budget management</li> <li>Market impacts potential increased costs of all project work streams</li> <li>Unfunded "abnormal" costs due to contract errors</li> <li>Closure of site due to Covid-19</li> <li>Change requests generate costs in terms of design, fees, materials and works</li> <li>Risk of disparity between new fit out design and construction design</li> </ul>	<ul style="list-style-type: none"> <li>Project Board, formal internal project management structures in place and TWBC Programme Board</li> <li>TWBC Programme Board</li> <li>Member engagement through ASMOP</li> <li>Detailed funding strategy, Trust established, and team appointed to raise funding for it. Review of strategy due to pandemic impacts</li> <li>Fit Out &amp; Interpretation - market tested procurement of sub-contractors and preliminary sums</li> <li>Project management and professional advisors to the Council in place</li> <li>Change control process for all workstreams in place and changes reported to Board</li> <li>Programme for future operations being developed for the integrated services</li> <li>Cost consultant weekly commercial review and performance notice to address preliminary sums and BoQ corrections</li> <li>Contractor review of works/ secured supplies to maintain defined construction programme and observance of Covid-19 restrictions</li> </ul>

		<ul style="list-style-type: none"><li>• Ongoing assessment of programme to address current information/ Covid-19 restrictions</li><li>• Detailed risk registers regularly reviewed and updated</li><li>• Regular engagement and reporting to HLF and Arts Council</li><li>• Full project review on workstreams, finances and wider impacts being undertaken to report in September to Cabinet/Full Council</li><li>• Regular Fund-raising meetings in place with Counter Culture</li><li>• Additional funding bids in progress to ACE and NHLF</li></ul>
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## Risk Scenario 10: Climate Change

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	Likely (4) / Major (4)
Climate Change is a global emergency and solving it is beyond our capability. In declaring a Climate Emergency, we are taking a proactive approach and working towards being carbon neutral by 2030. We are addressing this risk through taking a strategic approach whilst mitigating the impact and adapting to the change.		<b>Target Likelihood/ Impact</b>	Likely (4) / Minor (2)
<b>Member Risk Owner</b>	Cllr Matthew Bailey	<b>Officer Risk Owner</b>	Paul Taylor
<b>Vulnerability/ Contributing factors</b>		<b>Potential Impact/ Consequences</b>	<b>Current Controls/ Mitigations in place/ Actions</b>
<ul style="list-style-type: none"> <li>Severe weather is already affecting public services across the UK, with operational, reputational, financial and legal consequences.</li> <li>Climate change is expected to continue and worsen in the future, with changes to mean temperatures, the increasing frequency and severity of storms and higher rainfall levels in winter potentially causing rising water levels and resulting in more flooding and coastal erosion. Additionally, hotter drier summers, with heat waves and reduced rainfall.</li> <li>There is also an ongoing impact of severe winter weather including snowfall and freezing temperatures which impact service delivery and the integrity of our roads open space and buildings infrastructure.</li> <li>National sustainability commitments may be deferred or abandoned as an emphasis on</li> </ul>		<ul style="list-style-type: none"> <li>Increased likelihood of flooding impacting on properties</li> <li>Kent at risk of water shortages/drought.</li> <li>Extreme weather (heat and cold) impacting vulnerable residents</li> <li>Extreme weather having a greater impact on the day to day delivery of services</li> <li>Detrimental impact on the local environment</li> <li>An increased frequency of severe weather conditions may lead to more instances of damage to Council infrastructure and property.</li> <li>Adverse impact on the local economy if businesses are unable to operate.</li> <li>Dissatisfaction amongst residents for not meeting expectations</li> </ul>	<ul style="list-style-type: none"> <li>Climate Emergency declared</li> <li>Consultants engaged to carry out carbon audit of Council services and to produce costed action plan</li> <li>Cross party Climate Emergency Advisory Panel (CEAP) set up</li> <li>Draft Local Plan Policies</li> <li>Business Continuity and Emergency Plans in place for severe weather</li> <li>Adopted Kent Environment Strategy October 2016 (CAB98/16)</li> <li>Air Quality Action Plan 2018 – 2023</li> <li>Warm Homes programme – improved energy efficiency (s106 approved)</li> <li>Tackling fuel poverty – Fuel Poverty Strategy</li> <li>Collective Solar – partnership with KCC</li> <li>Energy Deal (not direct energy reduction but aids cutting fuel costs) ongoing</li> <li>Low carbon heating (e.g. Off – gas grid homes/District heat network rollout)</li> <li>Identify and maximise the opportunities for change that will come from the experience of</li> </ul>



<p>economic growth is prioritised post Covid-19. A traditional recovery will be dirtier, less efficient, harm economic growth and hinder progress on environmental improvements.</p> <ul style="list-style-type: none"><li>• Increase in private car use for commuting in favour of public transport</li></ul>		<p>Covid-19 restrictions such as green infrastructure, including cycle lanes and recognising the social infrastructure around health and well-being, new ways of working, which include less commuting, working from and near home, accelerating digital transformation to ensure adaptive capacity and equity of access</p>
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## Risk Scenario 11: Pandemic

<b>Risk Description:</b>		<b>Current Likelihood/ Impact</b>	<b>Almost Certain (5) /Major (4)</b>
Longer-term impact of a pandemic on the Borough and the local community/economy		<b>Target Likelihood/ Impact</b>	<b>Almost Certain (5) /Moderate (3)</b>
<b>Member Risk Owner</b>	Cllr McDermott	<b>Officer Risk Owner</b>	William Benson
<b>Vulnerability/ Contributing factors</b>		<b>Potential Impact/ Consequences</b>	<b>Current Controls/ Mitigations in place/Actions</b>
<ul style="list-style-type: none"> <li>In addition to risks identified in other strategic risks there are longer-term vulnerabilities, namely the possibility of a second 'peak' and the Council/KRF having to move back into 'Response Mode' or running Recovery and Response modes simultaneously.</li> <li>As time passes, the likelihood of serious and irreversible harm being inflicted on some sectors of the community and economy will increase significantly – some premises and contractors will not be able to survive (including Council-run facilities such as leisure centres) and social and economic inequalities will be exacerbated.</li> <li>As time passes there is also the issue of the Kent Resilience Forum having to handle the potential consequences of the Pandemic and the transition phase of Brexit simultaneously.</li> </ul>		<ul style="list-style-type: none"> <li>The Council no longer being solvent and having to issue a S114 notice.</li> <li>Contractors failing or invoking Force Majeure clauses in contracts putting additional costs and responsibilities onto the Council.</li> <li>Impact on the local economy and consequentially on Business Rates.</li> <li>Social and economic inequalities widening with increased unemployment, gaps in educational attainment, issues with mental health and wellbeing etc.</li> <li>Increased dependency on relief measures (including food banks and the community hub).</li> <li>Some charitable organisations closing and not-reopening.</li> <li>Fatigue amongst staff and key partners.</li> </ul>	<ul style="list-style-type: none"> <li>Financial controls to monitor the Council's revenue and capital expenditure and cash flow and strong efforts to lobby central government.</li> <li>Ongoing dialogue with contractors and cross-sector conversations with Government to raise the issue.</li> <li>Work with KCC and other bodies to monitor performance and outcomes and to put in place measures to mitigate inequalities.</li> <li>Work with the voluntary sector to assess and respond to issues as they arise.</li> <li>The establishment of a Covid-19 Panel including politicians from all political groups and representatives from business, resident associations, and the voluntary and community sector to oversee the Council's approach to response and the recovery.</li> <li>Impact assessments and action plans being worked up to guide the recover for the local community, businesses and the Council itself.</li> </ul>