

# Strategic Risks

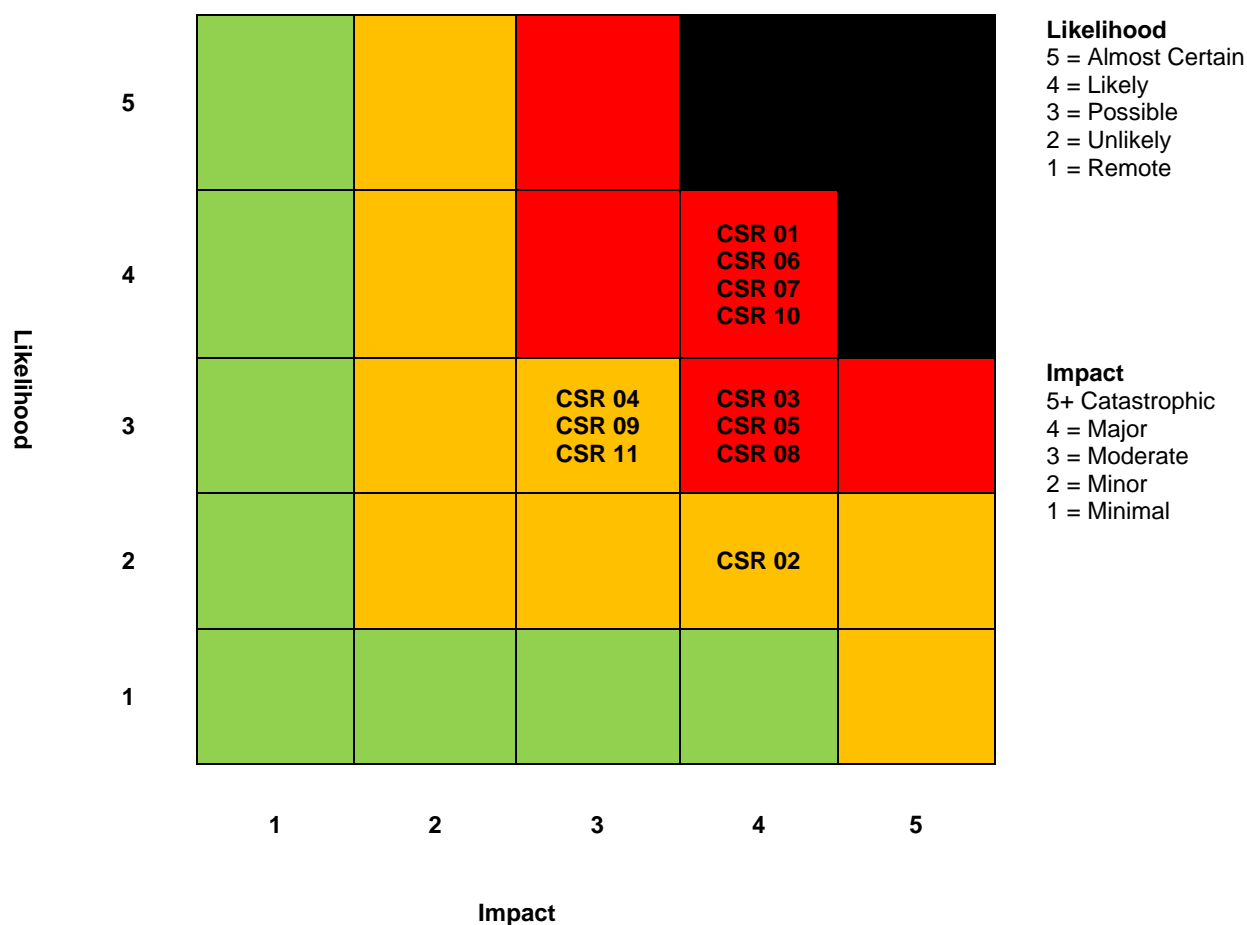
The Strategic Risk Profile chart below shows each risk scored onto the risk matrix graph. The further towards the top right-hand corner the greater the risk to the Council. The chart below provides only a snapshot on a particular date.

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

May 2022



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

Risk Ref	Title	August 2021	September 2021	November 2021	March 2022	May 2022	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)	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	↑
CSR 02	Economic development and vitality	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	8 (2 x Lk, 4 x Im)	8 (2 x Lk, 4 x Im)	↓
CSR 03	Contract management and delivery	20 (5 x Lk, 4 x Im)	20 (5 x Lk, 4 x Im)	20 (5 x Lk, 4 x Im)	12 (3 x Lk, 4 x Im)	12 (3 x Lk, 4 x Im)	↓
CSR 04	Unable to plan financially over the longer-term.	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	9 (3 x Lk, 3 x Im)	9 (3 x Lk, 3 x Im)	↓
CSR 05	National policy changes in short term impact negatively on TWBC.	20 (5 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	12 (3 x Lk, 4 x Im)	12 (3 x Lk, 4 x Im)	↓
CSR 06	Service Interruption	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)	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)	16 (4 x Lk, 4 x Im)	↔
CSR 08	Local plan adoption - housing	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	12 (3 x Lk, 4 x Im)	12 (3 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)	9 (3 x Lk, 3 x Im)	9 (3 x Lk, 3 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)	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)	9 (3 x Lk, 3 x Im)	9 (3 x Lk, 3 x Im)	↓

## Risk Scenario 1: Cyber-attack / incident

<b>Risk Description:</b>		<b>Current Likelihood/ Impact</b>	Likely (4) /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>	TBC	<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 with the National Cyber Security Centre calling on organisations to be on heightened alert following the Russian invasion of Ukraine.</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 renewal Q3</li> <li>Support from the National Centre for Cyber Security (part of GCHQ)</li> <li>Continuation of cyber awareness campaign -</li> <li>Upgrade to current backup technology Q3</li> <li>Cortex XDR security agents are installed on all corporate devices.</li> <li>Renewed Darktrace AI based cyber immune system</li> <li>Nessus scanning software reporting daily on system vulnerabilities</li> <li>Implementation of Next Gen firewall Q3</li> <li>ICT policies &amp; staff training, including disaster recovery planning.</li> <li>Planned appointment of a Security Officer</li> </ul>

## Risk Scenario 2: Economic development and vitality

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	Unlikely (2) / Major (4)
<b>Tunbridge Wells not seen as a destination of choice for retailers / consumers / employers</b>		<b>Target Likelihood/ Impact</b>	Unlikely (2) / Moderate (3)
<b>Member Risk Owner</b>	TBC	<b>Officer Risk Owner</b>	David Candlin
<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>• 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>• Significant cost of living increases impacting household disposable income</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 with a very thin trading agreement with the EU, and wider economic impacts with the potential to have a significant impact on the local economy.</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.</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 Royal Tunbridge Wells Together Business Improvement District including promoting Royal Tunbridge Wells</li> <li>• RVP discussion on future redevelopment</li> <li>• Opening of Amelia Scott centre</li> <li>• Bring forward employment space in the Town Hall</li> <li>• CCWG to review and plan out future for Assembly Hall Theatre</li> <li>• Maintain and develop working relationships with key partners, landowners &amp; developers</li> <li>• Prepare approach to UK Shared Prosperity Fund Investment Plan</li> <li>• Lobby with partners and stakeholders to improve trading opportunities with Europe</li> <li>• Work with West Kent partners to update and promote key economic development priorities</li> <li>• Work with KMEP and WKP and other partners to lobby SELEP and Govt for delivery of key infrastructure improvements</li> <li>• Revise existing Economic Development Strategy post pandemic. Complete business research</li> <li>• Support Local Plan and Transport Strategy at Public Inquiry</li> <li>• Retain High Street public realm scheme</li> <li>• Delivery of amendments to road network to encourage walking and cycling</li> </ul>

### Risk Scenario 3: Contract management and delivery

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	Possible (3) / Major (4)
<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>	TBC	<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 were due to tender within the near future, specifically Grounds Maintenance (2024), Sports Centres (2027) and Waste (2027).</li> <li>There are long-term financial parameters within which these contracts need to be let and delivered to.</li> <li>Financial stability of existing contractors</li> <li>Changes in level of competition in respective markets</li> <li>Ability of contractors to recruit and retain qualified/experienced staff.</li> <li>Impact of higher inflation on service costs.</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>Reduction in completion and negative change in financial terms in forthcoming procurements</li> </ul>	<ul style="list-style-type: none"> <li>Extensions to Grounds Maintenance and Sports Centre Management agreed to provide time for markets to stabilise and service specifications to be reviewed in the light of future needs and finances</li> <li>MTFS updated to reflect projected increases in cost of services</li> <li>Contract supervision by TWBC</li> <li>Contract terms requiring contractor to evidence supervision and performance</li> <li>Variation to service where necessary to protect delivery of front line service..</li> <li>Monitoring of company financial performance and relevant marketplace</li> <li>.</li> </ul>

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

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	Possible (3) / Moderate (3)
<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>	TBC	<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 reduction of income streams.</li> <li>Expenditure pressures continue to be felt from labour shortages, disruptions to the supply chains and higher inflation.</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>The Secretary of State has announced that Local Government will in future receive a multi-year finance settlement.</li> <li>A structural budget gap remains but in-year management along with economic recovery is continuing to reduce the expected call on reserves for the revenue budget.</li> <li>Property costs consume a disproportionate amount of the available budget.</li> <li>No capital receipts have been received during 2021/22 to help fund the capital programme.</li> <li>There are local elections in May 2023.</li> </ul>		<ul style="list-style-type: none"> <li>Significant projected deficits over the medium-term.</li> <li>Depletion of reserves</li> <li>Unable to set a balanced budget</li> <li>The financial viability of Local Government especially in two-tier areas.</li> <li>Deteriorating local services.</li> <li>Market failure and pushing up the cost and risk of contracted out services beyond the resources of the council.</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>The audited outturn for 2020/21 shows that the council came within budget and did not need to use reserves.</li> <li>The in-year budget deficit continues to improve and at quarter three has been reduced to £944,000.</li> <li>The budget for 2022/23 was agreed by Full Council along with the temporary 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 which provides the opportunity to align with the Government's a multi-year finance settlement.</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 cost of the Civic Site. Cabinet have agreed to appoint a partner for the letting out of space within the Town Hall.</li> <li>A Property Asset Oversight Panel has been established to extract value from land and property assets.</li> </ul>

## Risk Scenario 5: National policy changes in short term that impact negatively on TWBC

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	Possible (3) / Major (4)
<b>Significant legislative or decision-making changes often with little notice adversely impact on the delivery of services and strategic planning.</b>		<b>Target Likelihood/ Impact</b>	Possible (3) / Minor (2)
<b>Member Risk Owner</b>	TBC	<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>• Before the Covid-19 Pandemic, this risk stemmed from the significant changes to the public sector environment and regulations that govern it as well as 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 required the Council to move at pace to respond to the pandemic and government announcements/support schemes.</li> <li>• Whilst we are hopeful that local government funding will be placed on a more predictable footing, funding decisions are continuing to be made on a short-term basis – often through competitive one-off pots. The Levelling Up White Paper and associated agenda has the potential to result in funding being redirected elsewhere.</li> <li>• Funding pressures on other parts of the public sector have the potential to result in 'cost shunts'.</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> <li>• Increased costs/reduced income</li> <li>• Lack of certainty on policy direction and finance</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>

## 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>	TBC	<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>Potential impact of the 'cost of living crisis' linked to rising inflation and energy costs.</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>	TBC	<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>The Council's Five-Year Plan has run its course and has not been updated which makes it more difficult to understand political and organisational priorities.</li> <li>Both projects and the Covid-19 response placed particular reliance on a number of key people and teams within the Council.</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</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 political groups to understand and manage political priorities and to establish a revised set of priorities going forward culminating in a new Five Year Plan.</li> </ul>

## Risk Scenario 8: Local Plan adoption – housing

Risk Description:		Current Likelihood/Impact	Possible (3) / Major (4)
Local Plan not adopted effectively, and housing not delivered in right areas / types		Target Likelihood/ Impact	Possible (3) / Moderate (3)
Member Risk Owner	TBC	Officer Risk Owner	Stephen Baughen
Vulnerability/ Contributing factors		Potential Impact/ Consequences	Current Controls/ Mitigations in place/ Action
<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 allocation sites</li> <li>Potential changes in political support for Local Plan: movement from, cross party support in February 2020 Full Council decision</li> <li>Requests to accommodate “unmet” need from neighbouring authorities with similar/greater areas of constraint. There remains uncertainty, in particular around Sevenoaks District Council’s approaches to meeting housing need, although recent work by TWBC has reduced this.</li> <li>Targeted actions from particular, bodies/stakeholder’s to oppose levels of growth set out in Submission Local Plan (SLP), including in responses to planning applications</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, or their scope to accommodate housing that otherwise will require Green Belt release or major development in the AONB</li> <li>Judicial Review of decisions</li> </ul>		<ul style="list-style-type: none"> <li>Significant new costs to support production of revised Local Plan if there is a rejection of the plan 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, including by housing developers whose operating model is one which provides lower quality design</li> <li>Risk of “vicious cycle” of planning by appeal potentially leading to loss of local decision making ultimately Council loses control of situation</li> <li>Member and community dissatisfaction</li> <li>Potential significant financial implications associated with appeals following refusal of major residential development – each such appeal costs £50 - 100k plus and exposes the Council to risks of further costs awards to the appellant of £100k plus</li> <li>Reputational consequences – if borough is seen as not having certainty over planning decisions then decreased appetite for business/capital investment</li> <li>Legal consequences</li> <li>Lack of affordable housing delivery</li> <li>Affordability gap gets worse</li> </ul>	<ul style="list-style-type: none"> <li>The Local Plan has progressed to Stage 2 in line with the revised Local Development Scheme and was approved with cross-party support for submission.</li> <li>It was submitted in November 2021 and the Examination has commenced.</li> <li>Whilst the Local Plan is progressed, regard is being had in determination of planning applications to seek to provide a robust supply and delivery of housing and employment floorspace. In Q4 2020/21 there have been several decisions whereby permission has been refused on sites proposed for allocation in the PSLP which is reducing the effectiveness of this control/mitigation. Establishing and maintaining a robust five-year (plus) supply of housing is and will be a key control moving forward</li> <li>Several recent dismissed appeals have demonstrated on major development proposals has demonstrated that decision making is justified.</li> <li>Given progress of Local Plan and recent appeal decisions likelihood factor adjusted to possible.</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>Ensuring regular and constructive Duty to Co-operate meetings with neighbouring authorities, with</li> </ul>

<ul style="list-style-type: none"> <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 PSLP. Risk increases when 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 2020) comprise significant (medium-long term) additional vulnerability factors.</li> </ul>	<ul style="list-style-type: none"> <li>• Financial benefit of planned growth – opportunity impact</li> <li>• Increased traffic congestion</li> <li>• Impact on delivery of infrastructure</li> <li>• Service delivery affected</li> <li>• Impact on staff recruitment and retention</li> </ul>	<p>approach adapted to reflect Inspectors' findings from examination of other authorities' Local Plans</p> <ul style="list-style-type: none"> <li>• Using the Planning Advisory Service, Planning Inspectorate advisory visits, discussions with the Department for Levelling Up Housing and Communities (DLUHC) and heeding the views of the Inspectorate from neighbour's draft plans</li> </ul>
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## Risk Scenario 9: The Amelia Scott

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	Possible (3) / Major (3)
<b>The project not delivered to plan, budget and benefits</b>		<b>Target Likelihood/ Impact</b>	Possible (3) / Minor (2)
<b>Member Risk Owner</b>	TBC	<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, NLHF, 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 and ongoing provision</li> <li>Performance of consultants and contractors</li> <li>Significant economic climate and shocks including Brexit and the Covid-19 pandemic on delivery, procurement, and operation, and therefore capital and ongoing revenue costs</li> <li>Internal capacity to deliver</li> <li>Non-delivery of funding strategy</li> <li>Medium term impact of covid on Fundraising and Business Plan.</li> </ul>		<ul style="list-style-type: none"> <li>Time delay and cost over-run</li> <li>Potentially loss of funding from NLHF/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>Contractor contract overrun delaying hand over</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> <li>Financial gap due to fundraising and other opportunities not being secured</li> </ul>	<ul style="list-style-type: none"> <li>Project Board, formal internal project management structures in place including TWBC Programme Board</li> <li>Member engagement through ASMOP</li> <li>Detailed funding strategy, Trust established. Regular Fund-raising meetings in place with the Fundraising Trust</li> <li>Construction and Fit Out practical completion achieved. Programmes of final works in place</li> <li>Secured £1.4m GBF funding ensuring fundraising and other opportunities underwritten by TWBC are sourced</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>Cost and design consultant weekly review to control and monitor progress</li> <li>Monitoring of announcements on Covid-19</li> <li>Detailed risk registers regularly reviewed, updated and actions undertaken</li> <li>Finalisation of capital budget</li> <li>Regular engagement and reporting to NLHF, Arts Council and SELEP</li> </ul>

		<ul style="list-style-type: none"><li>• Revised Business Plan and integrated services prepared for year 1 based on current financial assessment</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>	TBC	<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>CO<sub>2</sub> emissions audit from council operations undertaken and will be reviewed in 2022.</li> <li>Carbon descent plan agreed and annual action plan in place with annual review and update.</li> <li>Successful £1.4m bid to the Government's Public Sector Decarbonisation Scheme to fund heat decarbonisation and energy efficiency measures in Council properties</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> </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>		<ul style="list-style-type: none"><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 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</li></ul>
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## Risk Scenario 11: Pandemic

<b>Risk Description:</b>		<b>Current Likelihood/ Impact</b>	Almost Certain (3) /Major (3)
Longer-term impact of a pandemic on the Borough and the local community/economy		<b>Target Likelihood/ Impact</b>	Almost Certain (5) /Moderate (3)
<b>Member Risk Owner</b>	TBC	<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>Whilst all Covid restrictions have now been lifted, there remain risks from new variants of concern.</li> <li>Even though Tunbridge Wells has been relatively resilient to past economic shocks, the Pandemic has inflicted significant harm on some sectors of the community and economy and is likely to have exacerbated social and economic inequalities.</li> <li>Independent analysis has shown that district councils have been 'under-compensated' for Covid-related costs and loss of income and TWBC is vulnerable to losses of income given the loss of its government grant and its reliance on sales, fees and charges.</li> </ul>		<ul style="list-style-type: none"> <li>The Council being able to effectively function.</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 production of a Town Centre Action Plan to help plan and manage the future vitality of Royal Tunbridge Wells.</li> <li>Close working relationships with businesses and their representatives to understand and address the challenges they are facing.</li> </ul>