

# Strategic Risks

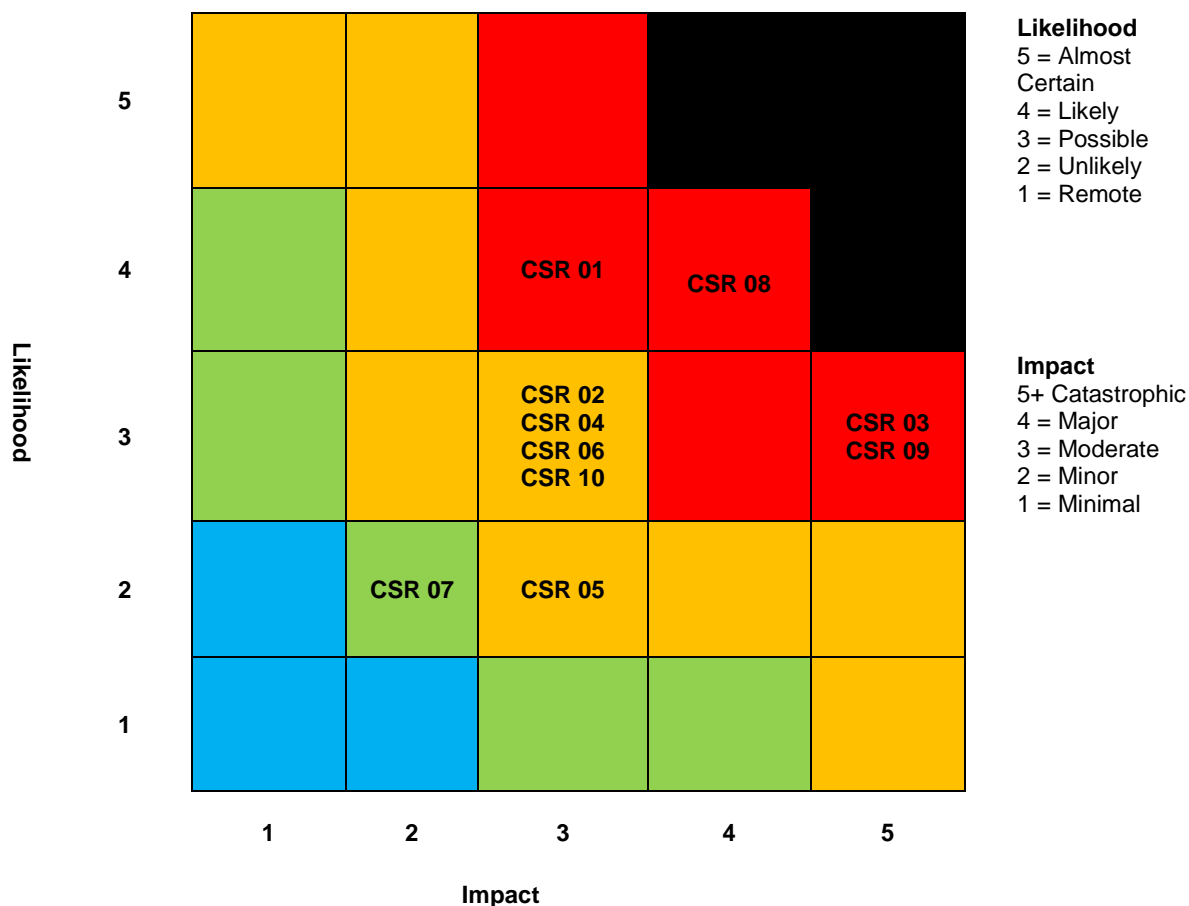
The Strategic Risk Profile chart below shows each risk scored onto the risk matrix graph. The further towards the top right-hand corner the greater the risk to the Council. The chart below provides only a snapshot on a particular date.

The risk scenarios are:

- CSR01: Shortfall of government funding
- CSR02: Shortfall to medium-term budget
- CSR03: Management of contracts and contractors
- CSR04: Towns and villages
- CSR05: Carbon reduction plan
- CSR06: Delivery of right mix of housing and tenures
- CSR07: Council accessibility
- CSR08: Workforce
- CSR09: ICT security and loss of systems access
- CSR10: Demographic and service requirement changes

## Tunbridge Wells Borough Council Strategic Risk Profile

June 2023



## Analysis and Profiling Risks - What would the impact be if this risk occurred?

Headings	Reputation	Strategic	Wellbeing	Service Delivery	Finance	Compliance
<b>5 Catastrophic</b>	Council receives nationally adverse publicity perceived as failing in a significant area of responsibility	Failure to deliver council priorities / major corporate project	Significant staff dissatisfaction / long term absence / increased staff turnover including key personnel	Inability to delivery service / failing service performance	Significant financial loss or overspends in excess of £500k	Breach of law, regulations leading to significant sanctions  Litigation almost certain with minimal defence
<b>4 Major</b>	Public confidence in the council undermined	Significant to deliver council priorities or major project	Adverse staff dissatisfaction / very likely increased absence and turnover of staff	Unsatisfactory service performance / service disruption for 5 days +	Financial loss or overspend greater than £250k  25% - 50% project overspend	Breach of law leading to some sanction  Litigation almost certain with some defence
<b>3 Moderate</b>	Significant adverse local publicity	Possible impact on the delivery of council priorities	Declining staff dissatisfaction / loss of staff due to absence or turnover	Reduction in service performance / service disruption for 1 – 2 days	Financial loss or overspend between £100k - £250k	Brach of regulation or responsibility or internal standard  Litigation possible
<b>2 Minor</b>	Minor impact on staff morale/public attitudes	Minor / adverse impact on Council priorities	Possible short-term staff dissatisfaction / likely impact on absence and turnover	Poor service / service disruption up to one day	Financial loss or overspend between £10k - £100k	Breach of internal procedure or policy  Complaints likely
<b>1 Minimal</b>	Unlikely to cause adverse publicity	No significant impact on the delivery of Council priorities	Loss of staff morale but unlikely to result in absence or turnover of staff	No significant difficulty providing a service or delivery of a project	Financial loss or overspend under £10k	Minor breach of policy or internal procedure  Complaints Unlikely

## Analysis and Profiling Risks - What is the likelihood of this risk occurring?

Score	Probability	Description
Almost Certain (5)	More than 90%	Expected to occur, frequent similar occurrences elsewhere
Likely (4)	More than 65%	Will probably occur, known to occur elsewhere
Possible (3)	More than 40%	Might occur, similar occurrences elsewhere
Unlikely (2)	Less than 40%	Could occur, not expected but no unheard of elsewhere
Remote (1)	Less than 10%	Very unlikely to occur, no recent instance elsewhere

Risk Rating	
20-25	<p>Risks at this level sit above the tolerance of the Council and are of such magnitude that they form the Council's biggest risks.</p> <p>The Council is not willing to take risks at this level and action should be taken immediately to manage the risk.</p>
12-16	<p>These risks are within the upper limit of risk appetite and above the tolerance level. While it may not always be possible, controls should be identified to bring the risk down to a more manageable level.</p>
5-10	<p>These risks sit on the borders of the Council's risk appetite and tolerance and so while they don't pose an immediate threat, they are still risks that should remain under review. If the impact or likelihood increases then risk owners should seek to manage the increase.</p>
3-4	<p>These are low level risks that could impede or hinder achievement of objectives. Due to the relative low level it is unlikely that additional controls will be needed to respond to the risk.</p>
1-2	<p>Minor level risks with little consequence but not to be overlooked completely. They are enough of a risk to have been assessed through the process, but unlikely to prevent the achievement of objectives.</p>

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

Risk Ref	Title	November 2022	March 2023	June 2023	September 2023	November 2023	Trend
CSR 01	Shortfall of government funding	<b>16</b> (4 x Lk, 4 x Im)	<b>16</b> (4 x Lk, 4 x Im)	<b>12</b> (4 x Lk, 3 x Im)			↓
CSR 02	Shortfall to medium-term budget	<b>9</b> (3 x Lk, 3 x Im)	<b>9</b> (3 x Lk, 3 x Im)	<b>9</b> (3 x Lk, 3 x Im)			↔
CSR 03	Management of contracts and contractors	<b>15</b> (3 x Lk, 5 x Im)	<b>15</b> (3 x Lk, 5 x Im)	<b>15</b> (3 x Lk, 5 x Im)			↔
CSR 04	Towns and Villages	<b>9</b> (3 x Lk, 3 x Im)	<b>9</b> (3 x Lk, 3 x Im)	<b>9</b> (3 x Lk, 3 x Im)			↔
CSR 05	Carbon reduction plan	<b>6</b> (2 x Lk, 3 x Im)	<b>6</b> (2 x Lk, 3 x Im)	<b>6</b> (2 x Lk, 3 x Im)			↔
CSR 06	Delivery of right mix of housing and tenures	<b>9</b> (3 x Lk, 3 x Im)	<b>9</b> (3 x Lk, 3 x Im)	<b>9</b> (3 x Lk, 3 x Im)			↔
CSR 07	Council accessibility	<b>4</b> (2 x Lk, 2 x Im)	<b>4</b> (2 x Lk, 2 x Im)	<b>4</b> (2 x Lk, 2 x Im)			↔
CSR 08	Workforce	<b>16</b> (4 x Lk, 4 x Im)	<b>16</b> (4 x Lk, 4 x Im)	<b>16</b> (4 x Lk, 4 x Im)			↔
CSR 09	ICT security and loss of systems access	<b>15</b> (3 x Lk, 5 x Im)	<b>15</b> (3 x Lk, 5 x Im)	<b>15</b> (3 x Lk, 5 x Im)			↔
CSR 10	Demographic and service requirement changes	<b>9</b> (3 x Lk, 3 x Im)	<b>9</b> (3 x Lk, 3 x Im)	<b>9</b> (3 x Lk, 3 x Im)			↔

## Risk Scenario 1: Shortfall of government funding

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	Likely (4) /Major (3) (Pre-mitigation)
<b>Uncertainty of funding and centralised constraints with possible shortfall of funding for council activities.</b>		<b>Target Likelihood/ Impact</b>	Possible (3) / Moderate (3)
<b>Member Risk Owner and Corporate Priority</b>	Cllr Hall Safeguarding Finances	<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>National fiscal policies change or reduce available funding.</li> <li>Official inflation is around 10 per cent (contract inflation at 16 per cent and utilities over 100 per cent) whilst the council tax 'cap' is at just 3 per cent with the £5 de-minimis limit unchanged since 2013.</li> <li>Central Government Grants have been reduced further and the Council now qualifies for a safety net grant to ensure spending power is not below 3 per cent, but this is a one-off grant.</li> <li>The Government favours ad-hoc grants and competition-based pots of funding at short notice which cost time and money to submit schemes with little possibility of Tunbridge Wells being successful.</li> <li>Another single year settlement is expected for 2024/25.</li> <li>The technical consultation on the Fair Funding Review closed in 2019, but still no response.</li> <li>New Homes Bonus consultation closed in 2021 but still no clarity on a replacement scheme.</li> </ul>		<ul style="list-style-type: none"> <li>Inability to plan over the medium-term.</li> <li>A requirement to resource and implement national initiatives imposed with little notice and against a backdrop of resource scarcity.</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> <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 Plan 2022-24 has 'Safeguard the council's finances' as a priority.</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>The Levelling Up and Regeneration Bill could provide solutions for Local Government within Kent.</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> <li>The Council is managing with lower levels of government core funding.</li> </ul>

## Risk Scenario 2: Shortfall to current budget

Risk Description:		Current Likelihood/Impact	Possible (3) /Moderate (3) (Pre mitigation)
Uncertainty over locally raised fees and local taxation result in a budget shortfall and an inability to fund statutory services.		Target Likelihood/ Impact	Possible (3) / Moderate (3)
Member Risk Owner and Corporate Priority	Cllr Hall Safeguarding Finances	Officer Risk Owner	Lee Colyer
Vulnerability/ Contributing factors		Potential Impact/ Consequences	Current Controls/ Mitigations in place/ Actions
<ul style="list-style-type: none"> <li>Insufficient council income from sales, fees, and charges.</li> <li>Reduction in council income from council tax and share of business rate growth.</li> <li>Expenditure pressures continue to be felt from labour shortages, disruptions to the supply chains, soaring inflation and higher interest rates.</li> <li>Consistent with other council's a structural budget gap remains.</li> <li>Property costs consume a disproportionate amount of the available budget.</li> <li>No major capital receipts have been received during since 2020 to help fund the capital programme.</li> <li>Inability to prioritise between council services.</li> <li>There will be all out local elections in May 2024 following the changes to warding arrangements and reduction on the number of councillors.</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>The council will need to focus on core services and will be unable to take on any new projects.</li> <li>Adverse External Auditor reports.</li> </ul>	<ul style="list-style-type: none"> <li>The council delivered all its revenue services and capital funding for 2022/23 within budget with no recourse to reserves. This is due to significant staffing difficulties and additional investment interest.</li> <li>A long track record of clean financial statements, although VFM improvements have been recommended.</li> <li>The Council published its unaudited Financial Report 2022/23 by the Statutory Deadline and all previous years have been signed off.</li> <li>Not all councils are getting their accounts signed off which can be an indication of difficulties, officers are monitoring the situation with partner authorities.</li> <li>The 2023/24 budget requires £943,000 from reserves which indicates that the Council has a post pandemic structural deficit of around £1 million.</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>There will need to be a focus on core services and the budget reports are now required to show those services that are statutory and those which are discretionary.</li> </ul>

		<ul style="list-style-type: none"><li>• A Property Asset Oversight Panel has been established to extract value from land and property assets.</li></ul>
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### Risk Scenario 3: Management of contracts and contractors

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	Possible (3) / Catastrophic (5) (Pre-mitigation)
<b>Persistent failure of (outsourced) service delivery to a satisfactory standard and loss of income/increase in costs.</b>		<b>Target Likelihood/ Impact</b>	Unlikely (2) / Minor (2)
<b>Member Risk Owner and Corporate Priority</b>	Cllrs Fitzsimmons Safeguarding Finances	<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 service contracts with advantageous financial provisions which are due to be recommissioned in the near future and likely to give rise to financial pressures, specifically Grounds Maintenance (2024), Sports Centres (2027) and Waste (2027).</li> <li>Contractual exposure to inflationary cost pressures</li> <li>Cost of living pressures leading to a decline in householder disposal income available for discretionary spend on health and fitness activities,</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>Potential reduction in level of competition in respective markets</li> <li>Ability of contractors to recruit and retain qualified/experienced staff.</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 competition 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 inflationary increases in cost of services</li> <li>Contract supervision by council officers</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>Re-rounding and re-fleeting to aid more effective collection of waste and recycling.</li> </ul>



## Risk Scenario 4: Towns and Villages

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	Possible (3) / Moderate (3) (Pre-mitigation)
<b>Failure to adapt to changing usage patterns and create opportunities for the community in towns and villages.</b>		<b>Target Likelihood/ Impact</b>	Unlikely (2) / Moderate (3)
<b>Member Risk Owner and Corporate Priority</b>	Cllr Rutland  Vibrant and safer towns and villages	<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 36 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>• Stalled redevelopment of RVP to provide an improved or focused retail offer</li> <li>• Ongoing infrastructure issues, particularly traffic congestion affecting opportunities.</li> <li>• Delivery of Council objectives relating to housing delivery and associated infrastructure.</li> <li>• Connectivity (including Broadband) for Rural settlements</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 to maintain vibrancy</li> <li>• Local areas 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>• Infrastructure not improved or delivered</li> <li>• More vulnerable to appeals around Local Plan.</li> <li>• Impact on staff recruitment and retention</li> <li>• Damage to reputation as a place for investment</li> <li>• Lack of sustainable transport resulting in further car dependency</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>• Continue development of the Royal Tunbridge Wells Town Centre plan with working group, and major stakeholders, RVP and other main landowners</li> <li>• Proactively engage with landowners and occupants on the Call for Sites and gauging landowner appetite for development to support the production of the RTW Town Centre Plan</li> <li>• Retain High Street public realm scheme</li> <li>• Bring forward modern employment space in the Town Hall</li> <li>• Maintain and develop working relationships with key partners, landowners &amp; developers across borough</li> <li>• Deliver UK Shared Prosperity Fund and Rural England Prosperity Fund Investment Plans</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>• Deliver new Economic Development Strategy post pandemic</li> </ul>

and associated environmental impacts

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- Support Local Plan and Transport Strategy at Examination as the LP moves forward
- Delivery of amendments to road network to encourage walking and cycling through LCWIP projects
- Revision to business focused portal on webpages
- Engagement with Kent Police, and KCC Highways on planning applications where appropriate, to ensure development remains sustainable and designed in a safe manner.

## Risk Scenario 5: Carbon Reduction Plan

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	Unlikely (2) / Moderate (3) (Pre-mitigation)
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>	Unlikely (2) / Minor (2)
<b>Member Risk Owner and Corporate Priority</b>	Cllr Jayne Sharratt Carbon reduction	<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>Lack of funding and competing priorities.</li> <li>Reliance on external agencies to deliver (UPKN, Southern Water and KCC)</li> <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</li> </ul>		<ul style="list-style-type: none"> <li>Political and reputational damage.</li> <li>Health and well-being of the community.</li> <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> </ul>

<p>freezing temperatures which impact service delivery, and the integrity of our roads open space and buildings infrastructure.</p> <ul style="list-style-type: none"><li>• National sustainability commitments may be deferred or abandoned as an emphasis on economic growth is prioritised post Covid-19. A traditional recovery will be dirtier, less efficient, harm economic growth and hinder progress on environmental improvements.</li><li>• Increase in private car use for commuting in favour of public transport.</li></ul>		<ul style="list-style-type: none"><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 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 6: Delivery of the right mix of housing and tenures

Risk Description:		Current Likelihood/Impact	Possible (3) / Moderate (3) (Pre-mitigation)
<p><b>Insufficient housing for young people, families and those who need genuinely affordable homes resulting in these people no longer being able to afford to live in an expensive borough. A failure to deliver the right mix of housing and tenures.</b></p>		<p><b>Target Likelihood/ Impact</b></p>	<p>Possible (3) / Moderate (3)</p>
<p><b>Member Risk Owner and Corporate Priority</b></p>	<p>Cllr Pound Genuinely affordable and social rental housing</p>	<p><b>Officer Risk Owner</b></p>	<p>Carlos Hone</p>
Vulnerability/ Contributing factors		Potential Impact/ Consequences	Current Controls/ Mitigations in place/ Action
<ul style="list-style-type: none"> <li>The cross-party support for the housing growth in the Submission Local Plan (SLP) starts to weaken or the Local Plan is deprioritised as pressure groups target members up for election, putting at risk years of work and £millions spent so far with the loss of affordable housing, jobs and investment in the borough.</li> <li>Having to meet significantly increased housing needs in a constrained environment (green belt / AONB / flooding / transport infrastructure)</li> <li>Public opposition to specific housing allocation sites</li> <li>Potential changes in political support for Local Plan: movement from, cross party support in February 2020 Full Council decision, owing to change in TW political control.</li> <li>Requests to accommodate “unmet” development (housing) needs from neighbouring or other authorities with similar/greater areas of constraint. There</li> </ul>		<ul style="list-style-type: none"> <li>Loss of vitality and diversity, lack of social cohesion, lack of family support for individuals and local people.</li> <li>Significant new costs to support production of revised Local Plan if there is a rejection of the plan by an Inspector at Examination or there is lack of support from Council.</li> <li>Long term delays to Local Plan production could see Secretary of State intervention.</li> <li>Until Local Plan is adopted, potential likely increase in level of speculative un-planned 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 by being put into Special Measures</li> <li>Member and community dissatisfaction with the uncertainty and the direction of planning as a result</li> </ul>	<ul style="list-style-type: none"> <li>The Local Plan has progressed through the Stage 1 &amp; 2 hearings in line with the revised Local Development Scheme (LDS) and was approved with cross-party support for submission.</li> <li>It was submitted to the Planning Inspectorate in November 2021 and the Examination has commenced. The Examination Hearings were in two stages. Stage One finished in March 2022. The Inspector took a short pause commencing Stage Two in May 2022, which has resulted in a two-month delay against the approved timetable. The Stage Two hearings were concluded in July 2022. A series of post hearing action points have been concluded.</li> <li>The inspectors Initial Findings Letter was received in November 2022 which raised some fundamental issues of concern regarding the strategic housing site allocations in the SLP.</li> <li>Officers have been working on resolving these matters since then in order to present to members a way forward for the current Local Plan.</li> <li>The timetable slippage will need to be updated in a new LDS upon receipt of the Inspectors letter. A new</li> </ul>

remains uncertainty, in particular around wider surrounding authorities future approach to meeting housing need through development of their new Local Plans, although recent work by TWBC has reduced this. At present, it is the Council's view that there is no unmet need from neighbouring authorities.

- Targeted actions from, bodies/stakeholders to oppose levels of growth set out in Submission Local Plan (SLP), including in responses to planning applications
- 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
- Appeal decisions and Judicial Review of decisions
- Results of the housing delivery test, which has punitive measures for under-delivery such as the engagement of the 'Presumption in favour of sustainable development'.
- There is a risk of speculative planning applications/appeals, particularly on those sites not proposed for allocation in the SLP. Risk increases when Council cannot demonstrate a five-year supply of housing/failure to meet the housing delivery test.
- 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 (LURB & NPPF amendments) comprise significant (medium-long term) additional vulnerability factors. Any changes to the planning system are still being considered by DLUHC.

- 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, and should decision making be seen as flawed, the potential Government intervention.
- Reputational consequences – if borough is seen as not having certainty over planning decisions, then decreased appetite for business/capital investment
- Legal consequences
- Lack of affordable housing to meet the need for young people, families and those who need genuinely affordable homes
- Affordability gap gets worse
- Financial benefit of planned growth – opportunity impact
- Increased traffic congestion
- Impact on delivery of infrastructure  
Service delivery affected, Impact on staff recruitment and retention
  - Attractiveness of the town to investment goes down

LDS is likely to be approved at the time any main changes are put to members for agreement.

- Whilst the Local Plan is well advanced, the position of the SLP is under review having regard to the Inspectors comments, regard is being had in determination of planning applications to seek to provide a robust supply and delivery of housing and employment floorspace. Establishing and maintaining a robust five-year (plus) supply of housing is and will be a key control moving forward.
- A recent decision made by the SoS has meant that the Turnden site has been refused which would have contributed to the 5 YHLS position. However, at point of writing this is under legal challenge by the applicants.
- Approval at Planning Committee of first of the strategic employment sites at Paddock Wood which supports the SLP direction of travel and spatial strategy.
- Given progress of Local Plan and recent appeal decisions likelihood factor adjusted to possible.
- Measures in place to ensure high levels of co-ordination between Planning Policy, Strategic Sites and Development Management functions.
- Regular reporting to Planning Policy Working Group/Cabinet member/ Planning Committee on risk and legislative changes, and to reinforce the importance of the LP, its policies and the strategic housing allocations.
- Ensuring regular and constructive Duty to Co-operate meetings with neighbouring authorities as required, with approach adapted to reflect Inspectors' findings from examination of other authorities' Local Plans
- 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.

<ul style="list-style-type: none"><li>• Central Government change in direction with regards to development within the Green Belt, or other policy direction which may affect the SLP.</li></ul>		<ul style="list-style-type: none"><li>• Proactive engagement at pre-application and application stage with colleagues in Housing to discuss Affordable Housing delivery and tenure mix.</li></ul>
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## Risk Scenario 7: Council accessibility

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	Unlikely (2) / Minor (2) (Pre-mitigation)
Council viewed as opaque, inefficient, and untrustworthy.		<b>Target Likelihood/ Impact</b>	Unlikely (2) / Minor (2)
<b>Member Risk Owner and Corporate Priority</b>	Cllr Hall Digital access, transparency, and local democracy	<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>Increased expectations of councils and the provision of information.</li> <li>A desire from residents to understand information underpinning and associated with unpopular or contentious decisions (e.g. reductions to services, planning applications)</li> </ul>		<ul style="list-style-type: none"> <li>Council being seen as unapproachable.</li> <li>Disillusionment and disengagement of residents.</li> </ul>	<ul style="list-style-type: none"> <li>Cabinet meetings have been held across the Borough with question-and-answer sessions.</li> <li>Increased and meaningful consultation and engagement (including Borough-wide survey scheduled for mid-2023).</li> <li>Greater use of communication and engagement channels including the website, social media and other channels.</li> <li>Regular dialogue with parish and town councils and resident and amenity groups (through the Town Forum) and other groups and organisations.</li> <li>The use of the Forward Plan to raise awareness of future decisions and Cabinet Advisory Boards to pre-scrutinise forthcoming Cabinet decisions and allow councillors to input into them.</li> <li>Review of the Council's political structures and governance arrangements in light of the changes brought about by the review of the Local Government Boundary Commission for England</li> </ul>



## Risk Scenario 8: Workforce

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	Likely (4) / Major (4) (pre-mitigation)
<b>Lack of ability to attract and retain staff</b>		<b>Target Likelihood/ Impact</b>	Unlikely (2) / Minor (2)
<b>Member Risk Owner and Corporate Priority</b>	Cllr Chapelard  Not one of the Focus on Five Priorities.	<b>Officer Risk Owner</b>	Nicky Carter
<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 is currently carrying a significant number of vacancies.</li> <li>Nationally vacancies exceed workers by around 1.6 million.</li> <li>The Council operates in a competitive and challenging environment (close to London) and in a part of the country where private sector salaries are higher than the public sector.</li> <li>Flexible working across the sector has eroded one the Council's unique selling points (namely the ability to work locally).</li> <li>The Council delivers a wide range of services and has to fulfil a number of statutory responsibilities which requires many different staff with a variety of qualifications, expertise and experience.</li> </ul>		<ul style="list-style-type: none"> <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 for customers and for staff</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>The development of clear organisational objectives to ensure we are clear about priorities</li> <li>The development of an HR Strategy to ensure our employment practices support our overarching objectives and make us an employer of choice.</li> <li>Strategic review of Pay and non-pay benefits</li> <li>Regular consideration by Management Board of resources with additional resources put in place to support priorities</li> <li>Support for managers to manage the impacts for themselves and their teams, including the use of the Employee Assistance Programme (EAP)</li> <li>More innovative means of recruiting so that candidates don't find barriers to wanting to work with the Council.</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, prioritise and deliver political priorities and to ensure that the financial and staff capacity is in place to support them.</li> <li>The intention to work on the development of a talent academy to bring in apprentice and graduate level talent to find the right roles for them to grow in.</li> </ul>

		<p>With an initial entrance level of 3 – 6 months depending on the individual, working with a variety of departments across the Council to find best fit, and then to develop their talents with apprenticeship/qualifications across the next 2 years.</p> <ul style="list-style-type: none"><li>• The talent academy is also intending to use staff at the latter end of their careers to pass on skills and knowledge to assist both individual development and knowledge retention in the Council.</li><li>• There will also be the development of a 'gig' bank of staff who may wish post retirement to return for specific short-term projects to assist the organisation, help retired staff continue to have work opportunities if they wish, and give the organisation links to resources who know the organisation and may offer a better service than using an agency worker who does not know the Council.</li></ul>
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## Risk Scenario 9: ICT security and loss of systems access

Risk Description:		Current Likelihood/ Impact	Possible (3) /Catastrophic (5) (Pre-mitigation)
A successful cyber-attack or cyber incident which causes significant disruption to ability to deliver services		Target Likelihood/ Impact	Unlikely (2) / Minor (2)
Member Risk Owner and Priority	Cllr Hall Safeguarding Finances	Officer Risk Owner	Chris Woodward
Vulnerability/ Contributing factors		Potential Impact/ Consequences	Current Controls/ Mitigations in place/Actions
<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> <li>Data migration</li> <li>Data Protection Impact Assessments</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> <li>Recently receive a Cyber Security Health check from Zurich.</li> </ul>

## Risk Scenario 10: Demographic and service requirement changes

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	Possible (3) / Moderate (3) (Pre-mitigation)
<b>The Council is unable to reassign or increase resources to manage demographic changes or changes in demand for services.</b>		<b>Target Likelihood/ Impact</b>	Unlikely (2) / Minor (2)
<b>Member Risk Owner and Corporate Priority</b>	Cllr Warne Vibrant and safer Towns and Villages	<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>• Cost of living crisis causes increase/ change of need for residents, businesses, services and pressures on workforce.</li> <li>• Local of agility in and capacity of workforce.</li> <li>• Stagnating population, reduction in younger people and those of working age.</li> </ul>		<ul style="list-style-type: none"> <li>• Reputational damage.</li> <li>• Inability to respond to the health and well-being needs of the community.</li> <li>• Adverse impact on the local economy if businesses are unable to operate.</li> <li>• Loss of income from the Council Tax and Business Rate base</li> <li>• Dissatisfaction amongst residents for not meeting expectations.</li> <li>• Failure to deliver statutory services.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost-of-living summit held with representatives from parish and town councils, the VCS and resident and amenity organisations.</li> <li>• Allocation and distribution of the Household Support Fund.</li> <li>• An 'enabling' approach encouraging residents and businesses to support one another (which proved successful during Covid).</li> </ul>