

CORPORATE RISK REGISTER																	
Risk No	Category of Risk	Risk (Description)	Sub Risks	Factors	Potential Consequences	Existing Mitigations/Risk Controls	Additional mitigating action required	Action due date	Responsible Officer	Previous risk score	Current Risk Score	Current Risk Score (overall)	Direction of Travel	Target Risk Score	Target Risk Score (overall)		
C1	All	Insufficient capacity (staff) to deliver Council services	Inability to recruit and retain staff (to posts already have)	Competition/limited supply of labour	Quality of Council Services affected. Delay in service provision. Increase in complaints etc.	Organisational Development journey	Develop structured approach to succession planning and forecasting capacity needs		Deputy Chief Executive		CII	CII		DII	DII		
				Flexible/homeworking		Grow your own - actual or planned			To determine approach to defining, assessing and measuring capacity as part of Internal Review.							Deputy Chief Executive	
			Industrial action	Agile working/hybrid working	Forecast future resource needs - fed from demand forecast. Medium term forecast to be prepared as part of MTFS	31/10/23	Head of Finance & Revenues										
		Inability to recruit and retain a sufficient level of appropriately skilled staff needed to deliver and expand on new responsibilities e.g. food waste	Limited supply of appropriately skilled staff. All Local Authorities in similar position therefore increased competition	Non compliance with statutory responsibilities.	Build up reserves in advance to meet need	Full costing of staff/fuel etc. for rounds	29/02/24	Head of Environmental Services/ Head of Finance & Revenues		CII				DII			
	Government support not forthcoming or uncertain		Potential non-compliance with statutory requirements.	Resource projects - staff and funding	See C4. Budget approvals being sought	Depot costs to be determined (capacity for parking new vehicles)	30/11/24	Head of Environmental Services/ Head of Finance & Revenues									
C2	Managerial/ Professional	Failure of Internal Governance Arrangements	Inability to sustain appropriate quality of leadership	Experience and knowledge of staff in leadership positions.	Deterioration in quality of service provision.	Leadership Development Programme is mitigation against poor leadership.	To deliver and embed new leadership framework throughout all levels of staff within the Council.		Chief Executive		DII	DII		EII	DII		
				Changes in ways of working and adapting to leading in a more agile environment	Regulatory/legislative breaches resulting in penalties/sanctions	New manager induction programme under development			Developing and embed structural governance training for officers							31/08/23	Head of Legal & Democratic/ Head of Finance & Revenues
			Governance failings not promptly recognised and identified	Annual Governance Statement (assessment not embedded)	Governance failing at TVBC	Regular Statutory Officers meetings with Governance action plan.	More detailed plan to embed AGS development throughout the year		31/01/24							Statutory Officers	DII
				Setting an unsustainable budget.	Special measures imposed	Governance and Risk Management forms part of Corporate Dashboard.											
			Failure to maintain an effective internal control environment	Internal control processes not robustly managed	Failings in governance and internal control not recognised and effectively scrutinised	Internal Audit Team planned review of internal control processes	The Audit Committee to carry out its own review of its effectiveness	To be picked up at Audit Committee Away Day 31/12/23	Head of Finance & Revenues/ Head of Legal & Democratic							DII	
					Qualified opinion in Annual Governance Statement	Clearly defined Terms of Reference for the Audit Committee	Consideration of independent Member on Audit Committee in accordance with CIPFA best practice.	Review of Contract Standing Orders in 2024.									
Failure of decision making processes	Decisions not made at the correct level/correct committee	Decisions are ultra vires and open to challenge	Standard report template with key headings	Review of single report template underway	31/12/2023	Head of Legal & Democratic	DII										
	Decision taken by decision maker are incorrect	Poor decisions made	Statutory Officer oversight of decision making reports	Report writing training	31/05/24	Head of Legal & Democratic											
	Decisions are based on reports containing inadequate details	Not achieving the most economically advantageous	Detailed and regularly reviewed Scheme of delegations														
C3	Economic/ Financial	Inability to set a balanced budget	Inability to set revenue budget	Drop in interest rates / sustained high inflation	Issue of S114 notice	Established process of building reserves for future losses/increased costs	Included in regular review and update of Medium Financial Strategy to ensure forecast budget gaps are known in advance	31/10/23	Head of Finance & Revenues		DII	DII		DII	DII		
				Loss of major tenants (rental income)		Don't build in grant funding like New Homes Bonus to base budget											
			Loss of investment income (debt management)			Accountancy Manager to review S106/commuted sum allocation over budget setting period.	29/02/24	Head of Finance & Revenues									
			Economic shocks e.g. Ukraine														
Inability to set capital budget	Failure to generate capital receipts	Not able to fully deliver on all aspects of regeneration programmes within planned timeframe	Established process of building reserves for future losses/increased costs	Regular annual review of the capital strategy and forecast balances of capital reserves	29/04/24	Head of Finance & Revenues	CII										
	Inability to fund regeneration programmes	Unable to commit to wider capital programme	Revenue contributions built into base budget	Financial Strategy for overall regeneration programme to be produced and approved by Programme Board	31/10/23	Head of Finance & Revenues											
Inability to fund AMP	Inflation	Costs greater than annual contribution to reserves	Inability to adequately maintain council assets / replace life-expired vehicles and plant	Established process of building reserves for future losses/increased costs	Annual review of Asset Management Plan (AMP) (forecasting, future need) to be presented to Cabinet and Council	29/04/24	Head of Finance & Revenues	DII					DII				

C4	Environmental	Inability to fulfil emerging environmental duties and ambitions	Inability to meet Climate emergency commitments.	Funding - unknown funding requirement to deliver	Not becoming a carbon neutral organisation	Climate Emergency Action Plan (CEAP)	To produce CEAP refresh document	30/09/2023	Head of Planning Policy & Economic Development	CIII	CIII	DIII	DIII	
				Staff resource/skill set for implementation		CEAP refresh identified as Corporate Action plan	Briefing note to be presented to Management Team re management of CEAP action plan and outcome addressed							
				Organisational ambition		Review of CEAP governance underway. CEAP Governance Group established (sits between officer and MT) to help facilitate management of CEAP	Implementation of actions arising from 22/23 internal audit.	As per Audit report	Head of Planning Policy & Economic Development					
			Inability to meet the requirements of the Environment Act inc waste reform and Biodiversity Net Gain (BNG)	Capacity to deliver	Breach of Environment Act	Early funding/ability to start procurement	Re Waste reform - Purchase of vehicle and waste infrastructure		Head of Environmental Services	DIII		DIII		
			Workforce skills	Inability to make appropriate planning decisions	Mitigation/Provision/Framework to satisfy BNG									
			Limited guidance (details for BNG from DEFRA/Nat England. Detail (secondary legislation) not expected until summer		- New Ecologist - Land purchase - consideration of - Review own estate potential (ongoing) and other possible options. Any fields suitable for BNG/price etc	Re BNG - Land assessment of own estate re BNG capacity. To consider appointment of consultant to do piece of work bringing together SANG, countryside acquisitions and nitrate neutrality	To procure by 31/12/23. To deliver by 31/03/24	Head of Property & Asset Management/ Head of Planning & Building						
C5	All	Inability to deliver and meet the Corporate Plan priorities and objectives		Changing needs of communities	Inability to meet the needs of the communities	Local Plan - Specific needs met through housing type and infrastructure provision.	Put in place and update Local Plan as per the statutory stages. First stage - consultation on draft.	First stage 31/01/2024	Head of Planning Policy & Economic Development			To be scored when Corporate Action Plan complete (C or DII current estimate) To reflect risk assessment scoring in Cabinet report.		
				Population growth and population changes e.g. demographics and aging		Keep communities informed as far as can. Forecasting via housing market assessment								
				Policy decisions of other organisations										
				Partner service provision		People focused approach should place the Council well to deal with issues that arise e.g. existing community resilience.	Work to be undertaken with local places to map and understand their priorities, assets and skills needed.	31/12/23	Head of Strategy & Innovation					
				Officer capacity due to high demand		Corporate action plan is process to focus on the projects, resources and capacity required to deliver on those priorities and informs the Medium Term Financial Strategy								
				Delivery and access to affordable housing		New Corporate Plan refers to working in a more placed based way.								
				Cost of living		Structure of Management Team enables a strategic review across Services.								
				Mass migration - Ukraine										
				Rent levels exceeding LHA - affordability of rent										
C6	Managerial/ Professional	Inability to deliver Services in event of a major incident or cyber attack	Failure of Business Continuity Plans (BCP)	Power outages/restrictions	Impacts on continuity of critical Council services.	Agile working has reduced the need for physical location for staff	Development of clear roadmap towards hosted systems		Head of Strategy & Innovation	DI	DI		DII	
				Increased risk of cyber attacks		Changes to way BCP managed to give more resource	Refresh of BCP and review of need for physical premises							
			Disaster recovery - Failure of IT reciprocal arrangements	Involvement of 3rd parties/contractors hosting systems e.g. MHR	Loss of data or personal information (reputational) litigation or sanctions from Information Commissioner's Office	Hosting journey to cloud (methods work)	Review/scope what is (or should be covered by BCP (Corporate review)							
				Personal data held in some systems		Bolstering of skills through training of other officers	Testing of BCP arrangements for eventuality of systems being lost.							
				Failure to comply with duties under Civil Contingency Act	Inadequate response to emergency incidents	Cyber response plan and playbooks produced and endorsed by MT	Ensuring most data can be accessed remotely							
				Insufficient resources given to Emergency Plan		Cyber response plan and playbooks produced and endorsed by MT	Weekend monitoring and response to cyber incidents							
				Maintaining a wide enough pool of sufficiently trained staff			To test Cyber response plan and playbooks by end of Oct 23							
							Creation of new roles/rota (refresh)							
							Commitment to a clear (and managed) staff training programme (awareness for all) by end of Nov 23. Training will be determined by outcomes of testing							
C7	Economic/ Financial	Inability to deliver major projects and programmes within planned timescale/budget/scope	Inability to fulfil expectations of the regeneration programme	Affordability	Reputational damage	Regeneration programme risk workshop and on-going monitoring of regeneration-specific risk register.	Terms of Reference to be produced for Asset Management Plan/Capital planning (formal projects). Costs to be estimated and Funding Strategy to be produced (see C3).		Programme Board (Management Team)	CII	CII	DII	DII	
				Expertise and capacity		Increased costs	Regeneration Board and governance structure	Structured review of resource implications of the programme before implementation i.e. the impacts on other Services.	31/03/24					Programme Board (Management Team)
						Non delivery of project outcomes		In the interim to focus on resource implications of current projects	31/12/23					
							To take forward/plan actions re the outcomes from the regen risk workshop and produce risk register	31/08/23	Head of Planning Policy & Economic Development					