

## Appendix 1 - Tewkesbury Borough Council: Corporate Risk Register (updated November 2023)

Code	Risk score	Risk Management view	Direction of travel key:
Red	16 – 25	Must be managed down to reduce risk scores in the next year	↑ risk level has increased since the last update.
Amber	5 – 15	Seek to improve the risk score in the medium term	↔ risk level is on par with the level with the last update.
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1	Financial sustainability of the council.	<ul style="list-style-type: none"> <li>Uncertainty in financial planning due to lack of clarity from central govt</li> <li>Restricted growth</li> <li>Potential S114 notice and govt intervention</li> <li>Reputational impact – internal and external</li> <li>Legal and regulatory- unable to fulfil obligations as a council.</li> </ul>	5	5	25	<p>Expansion of business base within the Borough.</p> <p>Transformation programme.</p> <p>Development of other funding and income streams.</p> <p>Annual MTFS.</p> <p>MTFS reserve and General Fund balance.</p>	25 20	Executive Director: Resources	<p>Further development of alternative income streams and deficit reduction programme</p> <p>Due date: Continuous exercise given the medium-term financial outlook.</p> <p>Government clarification on future of local government finance including:</p> <p>Due date: Unknown.</p> <p>Star Chamber programme of service review</p> <p>Due date: ongoing</p>	9	↓

Comments:

**There will be no clarity or certainty on the approach to funding local government until after the General Election. Even then, the national economic outlook does not look positive which, given commitments to other parts of the public sector, could mean further cuts to funding for local government. It is likely that the next two financial years will see a rollover of current funding streams although the value of this is currently unknown. The current risk score has been re-evaluated in light of the £3m MTFS reserves which gives the council some protection from funding reductions and funding reform.**

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2	Cyber-security attack	<ul style="list-style-type: none"> <li>Loss of systems and significant downtime.</li> <li>Inability to deliver services.</li> <li>Financial recovery cost.</li> <li>Reputational impact</li> <li>Potential loss of data.</li> <li>Financial penalties</li> </ul>	5	5	25	Patch management.  Annual penetration testing.  Cyber awareness training-  PSN compliance.  Firewall management.  Cyber insurance.  Dedicated cyber posts within ICT Team.	12	Associate Director: IT and Cyber	Finalise and test cyber response plan. Due date: Initial IT response plan drafted and to be finalised shortly. Wider, corporate plan needs to be developed in 2024.  Implement network segmentation. Due date: Summer 2024  Penetration testing: Due date: January 2024  Achieve cyber essentials accreditation. Due date: Post response to penetration testing & network segmentation.  Renewed phishing awareness.  Due Date: February 2024	9	↔

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<p>Comments:  <b>Vulnerability management system is now fully operational and is allowing for swifter identification and management of required remediation work. New segmentation of the network is underway and initial pilot has been successful. Phishing exercises have taken place and this has identified where additional training is needed.</b></p>											
3	Inadequate business continuity planning	<ul style="list-style-type: none"> <li>ICT downtime</li> <li>Major staff absence</li> <li>Property access</li> <li>Supply chain failure</li> </ul>	4	4	16	Individual service continuity plans.  Corporate plan.  ICT disaster recovery.	12	Director: Corporate Resources	Finalise and test draft plan. Due date: February 2024	9	↔
<p>Comments: A review of individual service plans, supported by the Civil Protection Team is completed. These plans will now help form the ICT BCP by identifying service areas priority systems. Following this a review of the corporate business continuity plan will be finalised and tested.</p>											
4	Non-compliance with General Data Protection Requirement (GDPR).	<ul style="list-style-type: none"> <li>Reputational – adverse publicity and internal impact on service and individuals</li> </ul>	4	4	16	Data Protection Policy  Governance structure in place  Breach reporting framework.	12	Director: Corporate Resources	Rollout of e-learning module Due date: January 2024 (followed by annual refreshers)  Implementation of GDPR action plan.	9	↔

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		<ul style="list-style-type: none"> <li>Financial – potential fines from ICO or compensation claim from individuals</li> <li>Resource – time consuming to report, investigate and mitigate data breaches</li> <li>Staff morale – in case of data breaches, potential disciplinary action</li> </ul>				Staff awareness training.  GDPR action plan.  Dedicated Information Governance Officer			Due date: Ongoing		
Comments: A new Information Governance Officer (IGO) started on 18 September following the promotion of the previous postholder to Head of Audit and Governance role. The key role of the IGO will be to review and proactively take forward the GDPR action plan of which there are a couple of significant projects, particularly around data retention. The updated Data Protection Policy was approved by Executive Committee in June 2023.											

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5	Use of Swindon Road depot.	<ul style="list-style-type: none"> <li>Business operation- not having a depot could result in issues with the waste and recycling operation.</li> <li>Legislation- none compliance with government legislation to collect waste.</li> <li>Reputational damage from residents.</li> </ul>	5	2	10	Lease agreement in place.	8 5	Director: Communities	<p>Elements of the lease arrangement of the depot have been reviewed and changes made to formalise the arrangements with Cheltenham BC. Due date: Complete</p> <p>Consider where a temporary depot could operate from in an emergency. Due date: January 2024</p>	5	↓
<p><b>Comments: A report is scheduled for Executive Committee in November around the project plan and principles for this piece of work. The risk remains low despite the expected Executive report being delayed.</b></p>											
6	Failure to maintain council assets and ensure ongoing tenancies	<ul style="list-style-type: none"> <li>Loss of income</li> <li>Impact on revenue budget</li> <li>Scrutiny of commercial decision making</li> </ul>	5	4	20	<p>Recent refurbishment of service-related property.</p> <p>Commercial investment reserve including annual contribution.</p>	10	Director: Corporate Resources	<p>Establishment of long-term asset maintenance programme, including allocation of required funding. Due date: February 2024</p>	5	↔

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		<ul style="list-style-type: none"> <li>Resource to resolve issue</li> </ul>				Trained and experienced staff.  Appointment of external investment support.  Dedicated property team.					
<p><b>Comments:</b> The council has a significant property portfolio encompassing operational and investment assets. For example, the total commercial portfolio is £60m producing an annual gross income of £3.7m. The current service and commercial portfolio are in a good state of repair with minor works ongoing. <b>The new heating system within the Public Services Centre has commenced with good progress to date.</b></p>											
7	Garden Town status	<ul style="list-style-type: none"> <li>Reputation - Confidence from Government of TBC ability to deliver programme</li> <li>Financial (loss of NHB from assumed delivery of homes).</li> <li>Reduced delivery of homes and jobs</li> </ul>	5	5	25	Enhanced governance arrangements introduced (gateway review recommendations)	20	Assoc Director – Garden Towns	Delivery of gateway review recommendations. Due date: March 2024 (short term recs) eg development of charter, engagement programme, embed governance framework etc	9	↔

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		required for community <ul style="list-style-type: none"> <li>Meeting the longer-term housing need.</li> </ul>							HE bid for project resource.  Due date: December 2024		
<b>Comments: Since the gateway review of the programme, the outputs and recommendations were presented to the Council and approved on 26 September 2023. The focus now is on detailed engagement, the set-up of the new governance structure – as approved at Council - and generation of a charter and detailed delivery plan.</b>											
8	Non-delivery of the Ashchurch bridge project.	The project under HIF funding had a time limit of March 2024 for complete funding draw-down. This however was not extendable and further HIF funding support has been withdrawn.  As the infrastructure is required to un-lock the wider development based upon developer funding, work continues to support.	5	3	15	Re-submission of the planning application most likely as part of the wider development application – by the developers.  Some work continues completing the deed of termination and agreeing licence/access arrangements with the relevant landowners and Network Rail.	12	Associate Director-Garden Towns	Discussions continue with the developers in the northern area on how a masterplan (and subsequent planning application) would detail the bridge. Due date: March 2024  To ensure a level of certainty, land and access agreements are being discussed with the relevant land-owners. Due date: on-going	8	↔

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<p>Comments: <b>Based upon the withdrawal of the HIF funding opportunity, finance is now based upon developers. As critical un-locking infrastructure, work continues to support the project with flow-down of any termination agreements as well as ensuring certainty of eventual delivery including land agreement and Network Rail approvals.</b></p>											
9	Failure to deliver carbon neutrality ambition.	<ul style="list-style-type: none"> <li>Reputation- council have committed to a climate change motion</li> <li>Financial resource</li> <li>Potential re-alignment of resources</li> <li>Need to influence wider community</li> </ul>	4	5	20	<p>Appointment of countywide coordinator.</p> <p>Approval of action plan for Council carbon neutrality.</p> <p>Delivery of a new solar car parking canopy.</p> <p>2 x dedicated Carbon Reduction Officer.</p> <p>Allocation of £100,000 reserve to support small scale activities.</p>	16 15	Executive Director: Resources	<p>Identification of specific actions to support wider carbon neutrality of whole council and the Borough. Due date: September 2024</p> <p>Allocation of funding to support specific activities, both on an on-going and one-off basis. Due date: Additional resources allocated in September 2023 but further resources likely to be required to deliver actions.</p>	4	↓



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						Rollout of carbon literacy training.  Green champions			Source external grant funding opportunities. Due date: Ongoing  Collaborative working with partners to maximise efficiency and reduce cost. Due date: ongoing through Climate Leadership Gloucestershire.		
<p>Comments: <b>The approval of a motion to support a Borough wide and ecological emergency, followed by the approval of additional resources to tackle the emergency has shown the Council's leadership and determination to do what it can to tackle climate change. In addition, the replacement heating project and the decision to acquire a new vehicle fleet powered by electricity or hydrated vegetable oil will greatly reduce the council's own emissions. An updated action plan was agreed by Executive Committee in September. As a result of these actions, the current risk score has been downgraded although the challenge to deliver all ambitions remains significant.</b></p>											
10	Additional demand placed upon the council through	<ul style="list-style-type: none"> <li>Potential increase in homelessness cases.</li> </ul>	4	5	20	<ul style="list-style-type: none"> <li>Re-instantiate the Financial Inclusion Partnership.</li> </ul>	20	Director: Community Services	Monitor the impact and consider what further actions can be taken	10	↔

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	cost-of-living support.	<ul style="list-style-type: none"> <li>Increase in benefit related cases eg council tax reduction applications/DHP etc</li> <li>Reduced council tax and business rate collection rates</li> <li>Increased business enquiries to growth hub</li> <li>Inflationary increases on council supplies and services</li> <li>additional resource to deliver govt schemes eg energy rebate/food vouchers/warm places</li> </ul>				<ul style="list-style-type: none"> <li>Dedicated Discretionary Housing Payments Officer.</li> <li>Re-target balance of £98k council tax hardship grant.</li> <li>additional external funding eg £55k to support warm places.</li> <li>Introduction of multi service cell to harness a cohesive response.</li> <li>New version of the household support grant being devised.</li> </ul>			working closely with other partners. Due date: ongoing		
<p><b>Comment: A number of support schemes are in place and these are kept under constant review. This risk will continue to be under review.</b></p>											

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11	Sustained increase in migration and movement of people	<ul style="list-style-type: none"> <li>Reputation - increased demand on services leading to service deterioration.</li> <li>Increased demand in the Voluntary and Community Sector.</li> <li>Increased financial pressure on budgets.</li> </ul>	5	4	20	<ul style="list-style-type: none"> <li>member of the countywide strategic migration partnership.</li> <li>Lobby MPs / Government to increase funding and support for all migration schemes.</li> <li>Continued engagement with the South West Migration Partnership to stay informed on the Afghan dispersal.</li> <li>Development of contingency plans for large numbers of homeless applications over the winter when</li> </ul>	<del>46</del> <b>20</b>	Director: Community Services	Monitor the impact and consider what further actions can be taken working closely with other partners. Due date: ongoing	10	↑

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						<p>pressures are already significant.</p> <ul style="list-style-type: none"> <li>A number (12) properties have been earmarked for Afghan / Ukrainian families funded by DLUHC / partners.</li> </ul>					
<p><b>Comments: The asylum seeker hotel that we have in the borough is due to close on 11 December. There is a risk that due to the length of time that some asylum seekers have been in the accommodation they will fall into the category that the government class as legacy cases that the Prime Minister has committed to them receiving decision by 31 December. This may result in large numbers of refugees (50+) with the ability to claim housing rights.</b></p>											
12	Delays in progressing the Strategic and Local Plan (ex-JCS)	<ul style="list-style-type: none"> <li>lack of up to date strategic policies - inappropriate development.</li> <li>Insufficient strategic site allocations to deliver housing and land for employment.</li> <li>Reputational damage – financial.</li> </ul>	5	3	15	<ul style="list-style-type: none"> <li>Appointed a new Senior Responsible Owner (SRO).</li> <li>Evidence base tracker was created in July 2022.</li> <li>New joint partnership arrangement and governance structure.</li> </ul>	15	Associate Director: Planning	<p>Public consultation on 'broad issues and options' Due date: February 2024</p> <p>Delivery of draft SLP for consultation. Due date: March 2025</p> <p>Publication of draft SLP Due date: March 2026</p>	10	↔

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						<ul style="list-style-type: none"> <li>Detailed work programme has been developed.</li> </ul>			Submission to Secretary of State for independent examination. Date: April 2026		
<p><b>Comments: Still no finalisation of Government planning reforms. At present agreed timeline could only be delivered if either these reforms were not implemented or if the Government adopted more flexible transitional arrangements either allowing the JSP to progress under the current system or to transition to the new system. Significant progress has been made since the last update with new LDS and resources to deliver the Plan agreed. The Issues and Options consultation is tracking towards the respective councils for approval but will not formally commence until just before Christmas.</b></p>											
13	Non-delivery of the Development Management review.	<ul style="list-style-type: none"> <li>Reputational damage</li> <li>Failure to meet the national thresholds for 'major' and 'non-major' planning applications or quality metric on % of overturned appeals – govt intervention.</li> <li>Significant resource invested in the project.</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Approved project plan with dedicated workstreams</li> <li>Internal programme board chaired by Chief Executive and Lead Member representation</li> <li>£450K DLUHC grant funding</li> <li>New Executive Director and Associate Director.</li> </ul>	9	Associate Director: Planning	Delivery of year three plan. Due date: completion end of 2023/24  Support service review. Due date: Spring 2024  Deliver new ways of working through Business Transformation, including expenditure of the DLUHC funding. Due date: end of 2024/25	4	↔

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		<ul style="list-style-type: none"> <li>Staff morale and staff retention</li> </ul>							£100k bid was submitted for the Government launched Skills and Capacity Backlog Fund. Due date: Expected decision was Oct 23 but not yet received.		
<p><b>Comments: New Associate Director now started and overseeing the DM review. On 11 September the council submitted a bid to the Government skills and capacity backlog fund to help continue the work being carried out, no confirmation of the success of this bid or otherwise has yet been received.</b></p>											
14	Outcome of the DEFRA waste service consultation	<ul style="list-style-type: none"> <li>Potential service delivery re-design</li> <li>Additional financial cost</li> <li>Customer disruption</li> </ul>	5	4	20	There is little that can be done at this stage to mitigate this risk. Nearer the time there may be an opportunity to undertake an assessment of the service to demonstrate that it is technically, environmentally and economically practical to continue with the current service.	20	Director: Communities	<p>Await the outcome of the government's consultation. Due date: completed.</p> <p>Continue to send messages to government that waste collection should be a local decision.</p>	2	↓

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<p>Comments: This risk can be closed as the Government have confirmed that they will not impose significant changes to the way that waste collection authorities collect their recycling.</p>											