

REPORT TITLE: Q1/Q2 GOVERNANCE MONITORING

27 NOVEMBER 2025

REPORT OF CABINET MEMBER: CLLR BECKER – CABINET MEMBER FOR
HEALTHY COMMUNITIES

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WARD(S): ALL

PURPOSE

To provide members of the Audit and Governance Committee with a summary overview of the key issues in respect of governance during the first and second quarters of the 2025/26 financial year.

RECOMMENDATIONS:

That the Audit and Governance Committee note the contents of the report, including the progress made against the actions in the Annual Governance Statement. The Committee is requested to raise any issues or concerns on the content of the report with the Cabinet Member.

IMPLICATIONS:1 COUNCIL PLAN OUTCOME

This summary document supports the council to be open and transparent by reporting the effectiveness of its governance framework and highlighting areas of weakness or issues of concern.

2 FINANCIAL IMPLICATIONS

There are no financial implications arising from the content of this report.

3 LEGAL AND PROCUREMENT IMPLICATIONS

There are no legal or procurement implications arising from the content of this report.

4 WORKFORCE IMPLICATIONS

There are no workforce implications arising from the content of this report.

5 PROPERTY AND ASSET IMPLICATIONS

There are no property and asset implications arising from the content of this report.

6 CONSULTATION AND COMMUNICATION

Consultation on the content of this report has been carried out with the Deputy Leader and Cabinet Member for Finance and Transformation, the Cabinet Member for Healthy Communities as well as members of the Executive Leadership Board (ELB) and Corporate Heads of Service (CHoS).

Additionally, officers have provided updates on the progress made against their actions included in internal audit reports and referred to in this report.

7 ENVIRONMENTAL CONSIDERATIONS

There are no environmental considerations arising from the content of this report.

8 PUBLIC SECTOR EQUALITY DUTY

There are no Public Sector Equality Duties arising from the content of this report. However, officers will need to consider the council's Public Sector Equality Duty and, if required, complete an Equality Impact Assessment on any specific recommendations or future decisions to be made. This report is for noting and raising issues only and does not make any decisions

9 DATA PROTECTION IMPACT ASSESSMENT

There are no data protection impact assessments required.

10 RISK MANAGEMENT

This report provides a summary update on the council's performance against the governance arrangements outlined in the Risk Management Policy 2025/26 and the Local Code of Corporate Governance.

Independent assurance from the council's internal and external auditors identifies weaknesses in the council's governance arrangements and supports the assessment of the adequacy of measures in place to manage the council's risks.

11 SUPPORTING INFORMATION:

- 11.1 This report provides summary information regarding governance for the first and second quarters of the 2025/26 financial year.

Internal Audit

- 11.2 As required by the Global Internal Audit Standards in the UK Public Sector, the monitoring of progress against the Internal Audit Plan 2025/26, as well as the implementation and completion of management actions arising from finalised internal audit reports—previously reported within this Governance Monitoring report—is now incorporated into the Internal Audit Monitoring report (refer to report AG172), which is presented separately on this committee's agenda.
- 11.3 The Internal Audit Progress Report provides an overview of audit activity and assurance work undertaken to evaluate the effectiveness of the Council's risk management, control, and governance processes. This report covers work completed up to 30 October 2025.
- 11.4 During the first six months of the 2025/26 financial year, two audit reviews from the approved Audit Plan have been completed. The Strategic Planning and Performance Monitoring review, which included an assessment of the development of the Council Plan 2025–2030, resulted in a Substantial assurance opinion, reflecting strong controls and effective governance, including planning and consultation on the new Plan.
- 11.5 The Clean Streets Enforcement – Fly-Tipping review concluded with a limited assurance opinion, identifying weaknesses in governance arrangements or instances of non-compliance. Management acted promptly in response to the audit findings, implementing several internal changes to mitigate risks and address identified weaknesses, including adjustments to reporting lines. All remaining actions are actively being progressed, with good progress reported across all areas.

Annual Governance Statement

- 11.6 Progress against the actions included in the 2024/25 Annual Governance Statement is provided in Appendix 1 of this report.

Declarations of gifts and hospitality

- 11.7 During the period 1 April 2025 to 30 June 2025, there were two declarations of gifts and hospitality made by officers in accordance with the Employee Code of Conduct.
- 11.8 During the period 1 July to 30 September 2025, there were no declarations by officers.
- 11.9 Members regularly update their register of interest forms. During the period from 1 April 2025 to 30 September 2025, there were no declarations of gifts or hospitality over the value of £50 made by members in accordance with the Members Code of Conduct.

Risk Management

- 11.10 The council's Risk Management Policy 2025/26 sets out a timetable for this committee to review the policy and corporate risks (section 11 of the Risk Management Policy). The latest quarterly review by Executive Leadership Board (ELB) of the Corporate Risk Register was carried out on 15 October 2025. All corporate risks and their current controls were reviewed with the current Corporate Risk Register shown at Appendix 3.
- 11.11 ELB considered the rapidly emerging risks (and opportunities) arising from the Devolution agenda and Local Government Reorganisation (LGR) timetable. It was discussed whether these should now be added as new risks to the Corporate Risk Register however agreed that these should remain as a cause that might impact existing corporate risks, specifically CR001 and CR007. ELB noted the expected significant resources required to deliver LGR and the likely impact on several of the corporate risks however until more information was known from Government on which proposals would be implemented it was too early to fully understand the extent. In response to the evolving nature of these issues, the council continues to closely monitor developments, ensuring that any emerging risks or opportunities are promptly identified. A comprehensive risk management strategy specifically addressing devolution and LGR will be developed in due course, ensuring that the council remains well-prepared to manage any potential changes and their impact on governance, service delivery, and resources.
- 11.12 As a result of the ELB quarterly review there were the following updates:
 - CR001 – Capacity to deliver services – the causes that might impact this risk were updated to include the reference to preparing for Devolution and LGR as a new workstream over and above what the council was already working on. The current controls have been updated to include the substantial assurance opinion given to the recent internal audit review of the council's corporate planning, including the development of the Council Plan 2025-30 and performance monitoring.

- CR003 – Decisions made by the council are challenged – updated to include reference to the recent internal audit review of decision making which concluded with substantial opinion.
- CR007 – Ability to achieve a balanced budget – the causes were updated to include the specific reference to the additional financial costs associated with the preparation for Local Government Reorganisation and the current uncertainty on the council's finances. A further update has been added to the current controls that references the recent internal audit review of the council's financial stability (including TC25) that concluded with substantial assurance opinion.
- CR010 – Failure to effectively respond to the Climate Change Emergency and reduce the council and district emissions – the risk owner was changed back from Chief Executive to Strategic Director, who had started in post recently. The current controls have been updated to include the council being marked as the top performing district council in the country for our work on the climate crisis.
- CR011 – Lack of preparedness and incapability to respond to events caused by climate change – the risk owner was changed back from Chief Executive to Strategic Director who started in post recently.
- CR012 – Nutrient Neutrality – Phosphates – following consideration of the measures that had now been adopted and implemented, including the availability to developers to mitigate the impacts by the purchase of Phosphate credits from the council, ELB agreed that this was no longer a Corporate Risk but should now be included as an Operational Risk. Regular monitoring of the causes and consequences would remain with the risk escalated to the Corporate Risk Register if required in the future.

11.13 Other than the updates set out above, the original and residual risk ratings of all risks were considered appropriate and tolerable. The causes, consequences and controls for each risk were reviewed and deemed to be current and sufficient at the time of the review.

11.14 ELB continues to monitor the potential impacts to existing risks and any new or emerging risks that might require inclusion on the Corporate Risk Register.

11.15 At the same time as the review of Corporate Risks, ELB considers the risks included on the Operational Risk Register with a particular focus on the risks with a residual risk score was rated as being in the red area of the risk matrix. ELB agreed that the current controls were sufficient to mitigate the risks and that the residual risk score was correct. ELB agreed that these risks did not require escalation to the Corporate Risk Register at this time.

12 ***Code of Conduct Complaints***

- 12.1 The Audit and Governance Committee has two sub-committees, including the Standards Sub-Committee, whose purpose is to consider investigation reports in respect of Code of Conduct Complaints referred to it by the Monitoring Officer.
- 12.2 Appendix 2 provides brief details of the Code of Conduct complaints received, in progress, and closed, as well as enquiries made to the Office of the Monitoring Officer.

13 ***Dispensation Requests***

- 13.1 At the Audit and Governance Committee meeting on 25 February 2025, members requested that the Monitoring Officer provide a quarterly update to the committee, detailing all dispensations granted or refused during the quarter.
- 13.2 During the period from 1 April 2025 to 30 September 2025, two individual dispensations were granted by the Monitoring Officer, and these were to Councillor Pett as a member of the South Downs National Park Authority and Councillor Bennett regarding matters relating to Portsmouth City Council.

14 **OTHER OPTIONS CONSIDERED AND REJECTED**

- 14.1 None.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

AG160 Governance Monitoring Quarterly Update Q4 2025/26, 17 July 2025

Other Background Documents:-

None.

APPENDICES:

Appendix 1 - Annual Governance Statement 2024/25 – Action plan update

Appendix 2 - Code of Conduct complaints

Appendix 3 – Corporate Risk Register

Annual Governance Statement 2024/25 – Action Plan update – October 2025

No.	Issue	Actions	Progress Update	Lead Officer	Target Date	Current Status
1.	Landlord Health and Safety Compliance – to ensure that our responsibilities under the consumer standard for Safety and Quality are being met, specifically in relation to regulatory compliance for gas, electrical, asbestos, fire, water, and lift safety.	Establish an appropriate Governance and assurance structure	To enable oversight of performance against the Big 6, KPI information is provided at a corporate level; the compliance scorecard is reviewed, signed off and scrutinised by Housing DMT; it is then scrutinised by TACT Board for further oversight.	Simon Hendey Gillian Knight	Feb 2025	Complete. Reporting of these KPIs is included in the quarterly Finance and Performance report, considered by Scrutiny and Cabinet.
		Undertake a data validation exercise across our asset data, compliance areas and inspection records	A monthly compliance scorecard is in place reporting across all areas of compliance and data validation continues on a monthly basis. This work will be supported by the implementation of the 'True Compliance' system. Feedback from regular meetings with the Regulator for Social Housing (RSH) is positive as we evidence our	Adrian Wilgoss Sarah Hobbs Heather Gibson	Sept 2025	Complete

No.	Issue	Actions	Progress Update	Lead Officer	Target Date	Current Status
			improvement journey delivering against the 'Big 6.'			
		Compliance reporting review	<p>Compliance reporting is produced monthly, via the scorecard.</p> <p>Going forwards, the 'True Compliance' system will enable this data and related reporting to be produced automatically.</p> <p>Through the landlord service restructure, and the creation of one centralised data team, will enable internal data assurance interrogation and monitoring.</p>	Adrian Wilgoss	June 2025	<p>Complete.</p> <p>Reporting to TACT Board , Cabinet member, Scrutiny and Cabinet via a highlight report is also reported quarterly.</p>
		Undertake a policy principle and strategic direction workshop for each compliance area and develop and finalise each policy	<p>The review of the 'Big 6' compliance policies (gas, electrical, water, asbestos, lift and fire safety) working with a sector specialist and tenants is complete and these were presented to Cabinet Committee Housing on 4 November 2025</p> <p>These will then be disseminated across the</p>	Sarah Hobbs Adrian Wilgoss	Sept 2025	<p>Complete</p> <p>A review frequency is in place and updated policies considered and adopted by future Cabinet</p>

No.	Issue	Actions	Progress Update	Lead Officer	Target Date	Current Status
			service through the new policy assurance framework.			Committee – Housing.
		Review and update our procedures	The review of the ‘Big 6’ compliance processes (gas, electrical, water, asbestos, lift and fire safety) working with a sector specialist is underway and the first drafts have been received and are in the process of being signed off.	Adrian Wilgoss	June 2026	In progress
2.	Local Government Reorganisation - capacity to deliver services to our residents and customers while working collaboratively with our local authority partners to deliver local government reorganisation at pace	Establish an appropriate governance structure and clearly define the programme scope, including emerging workstreams and designated lead officers.	A project plan has been established to identify workstreams for LGR preparedness, at both a system level and a granular one. A Project Manager has been appointed to collate the project documentation and drive forward governance and resourcing plans. An LGR budget, financed from the Transitional Reserve has been approved by Cabinet (CAB3522 refers).	Liz Keys	June 2025	Ongoing

No.	Issue	Actions	Progress Update	Lead Officer	Target Date	Current Status
		Prepare for change with the council organising itself to achieve as much as possible and ensures that staff, services and assets that are being transferred are in the best possible position to be integrated into the new authority.	The LGR project plan prioritises work to ensure council records / assets / systems etc are in the best order possible ahead of integration to the new unitary authority. This work will be embedded in service plans for 2026/27 and beyond.	Liz Keys	Ongoing	Ongoing

Code of Conduct Complaints

As of 5 November 2025, this update includes Code of Conduct complaints received by the Office of the Monitoring Officer since the previous meeting of the Audit & Governance Committee, along with updates on complaints previously reported.

Summary of current caseload:

- A. Number **Active Individual Complaints**: 1 complaint from 1 individual complainant (see current status/update below).
- B. Number Complaints **Not Commenced**: 0
- C. Number **individual complaints** relating to a City Councillor: 0.
- D. Number **individual complaints** relating to a Parish/Town Councillor: 1.
- E. Number of complaints received since last report: 8.
- F. Number of **complaints closed** since the last report: 7.
- G. Number of **Standards Sub Committees** held: 0.

Analysis of active cases:

Date received	Relating to Parish/ Town/ City Councillor	Current status/update	Approx time spent on this complaint
29/10/2025	Parish	Complaint received and provided to subject member, clerk and Chair for response prior to IP consideration and initial determination by MO.	6 hours

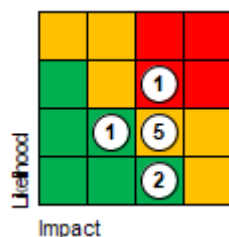
All 7 complaints closed referred to above related to Parish Councillors.

Corporate Risk Register 2025/26

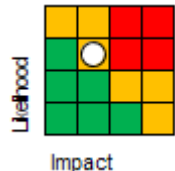
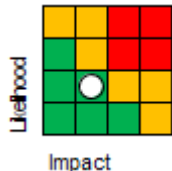


As of 30 September 2025

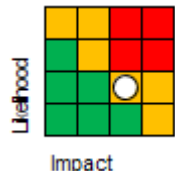
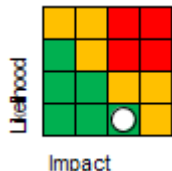
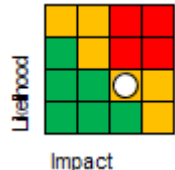

Residual Risk Summary:

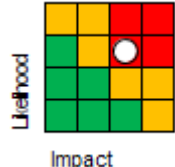
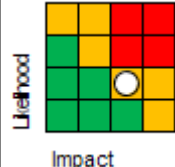


Code	Risk Description	Risk Owner	What might go wrong? (cause)	What will happen? (consequence)	Original Risk Rating	Current Controls	Residual Risk																																
CR001	Given competing demands and multiple complex priorities, the risk is that the council does not maintain capacity to deliver services	Chief Executive	<ul style="list-style-type: none">Ambitious council plan with multiple strands of activityStaff resources are lean, and teams are working at capacity to deliver services at current levels of demand.Outbreak of a pandemic that increases the pressure to continue to provide critical services as well as respond to the needs of residents	<ul style="list-style-type: none">If decision making is slow, delays occur, and potentially available resources are redeployed or become unavailable if they are externally sourced.Implementation of business continuity plan to target work in critical areas in cases of staff shortageIf staff lack political awareness, middle managers will be slow to	<div><div>Likelihood</div><div><table><tr><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td></tr></table></div><div>Impact</div></div>																	<ul style="list-style-type: none">Council Plan is distilled into key priorities by service. If capacity becomes an issue, prioritisation of activity is in place.Critical activities are reviewed with Cabinet alongside the Council Plan 25-30 adopted in January 2025Proactive approach to communications internal and external50/50 hybrid working policy agreed.Maintaining communication	<div><div>Likelihood</div><div><table><tr><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td></tr></table></div><div>Impact</div></div>																

Code	Risk Description	Risk Owner	What might go wrong? (cause)	What will happen? (consequence)	Original Risk Rating	Current Controls	Residual Risk
			<ul style="list-style-type: none"> and businesses affected by the pandemic. • Competition from the private sector for key staff roles e.g. planning, project management • Decision making can be slow. • Tension between day-to-day and strategic priorities. • Key skills not in the right place • Budget uncertainty • Preparing for Local Government Reorganisation 	<ul style="list-style-type: none"> redeploy resource to current priorities. • If staff are diverted, then can't deliver on other lower-level priorities or day-to-day work. • Reputation is damaged as the council is not seen to be able to deliver projects. • Local members are not always kept informed of activity in their area. • Unable to deliver key council services 		<ul style="list-style-type: none"> • Annual business planning, with actions and projects aligned to Council Plan priorities. • Regular meetings with relevant cabinet members • Positive use of fixed term contracts to aid flexible resourcing • Targeted use of external resource where required • Reallocation of human and financial resources across and within the organisation as required. • PAC Board regularly reviews available resources to deliver projects. • Substantial assurance opinion following internal audit review of corporate planning and performance monitoring. • Close monitoring of the impacts of LGR on council capacity and delivery of services and reflected in future service plans. 	
CR003	Decisions made by the council are challenged due to a lack of a strong evidence base, customer insight and engagement with change or procedural errors	Monitoring Officer G John	<ul style="list-style-type: none"> • Lack of skill and/or time to identify evidence to support decision making • Lack of consultation with ward members and/ or parish councils over local issues • Procedural error in statutory process 	<ul style="list-style-type: none"> • Lack of a robust and evidence-based approach to customer engagement can lead to: <ul style="list-style-type: none"> - Reputational damage - Views that the council is too Winchester-centric - Decisions made are inequitable 		<ul style="list-style-type: none"> • Engagement with ward and parish councillors (on matters within their ward or parish) encouraged. • Risks with regard to significant projects are recognised and addressed separately via robust Project Management and regular reports to the 	

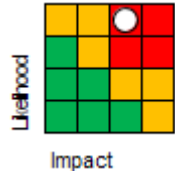
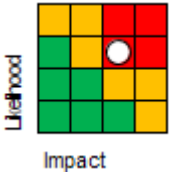
Code	Risk Description	Risk Owner	What might go wrong? (cause)	What will happen? (consequence)	Original Risk Rating	Current Controls	Residual Risk
			<ul style="list-style-type: none"> • Inconsistent and traditional approach to customer engagement across the council • Lack of awareness of the questions to ask • Lack of awareness of the 'right time' to engage • Lack of public awareness of the opportunity to engage • Council is not aware of the full range of interested stakeholders. • Council may only hear the loudest voices and not the silent majority or those that do not readily engage 	<ul style="list-style-type: none"> - A perception that people's views are ignored • Ward members and/or parish council's not being informed. • Legal/ judicial review or challenge against a decision made 		<p>Programme and Capital Strategy Board</p> <ul style="list-style-type: none"> • Legal and Monitoring Officer consultation on decisions made. • 2024 Residents' survey completed, and results used to evidence and inform decision making. • A proactive open and transparent approach to communication based on Gunning Principles • Use of external specialist advice when appropriate • Commitment made in the Council Plan in terms of 'Listening and Learning' priority. • Equality, Diversity, and Inclusion Action Plan adopted, and actions being progressed across the organisation. • Updated Constitution adopted at Council on 30 November 2023 • Where possible and appropriate, digitalisation will be utilised to mitigate against procedural errors. • Substantial assurance opinion following internal audit review of decision making 	



Code	Risk Description	Risk Owner	What might go wrong? (cause)	What will happen? (consequence)	Original Risk Rating	Current Controls	Residual Risk
CR004	Failure to have plans and processes in place to recover and maintain services after a major incident (including pandemic) that has a significant impact on the ability of the Council to provide its services	Chief Executive	<ul style="list-style-type: none"> Not maintaining an effective corporate wide Business Continuity Plan Not regularly testing the plan and following-up learning Key staff unavailable Communication systems ineffective Lack of awareness of Business Continuity Plan Failure to assess business critical functions and have plans in place 	<ul style="list-style-type: none"> Unacceptable delay and uncertainty in returning to normal working after an emergency. Adverse publicity and criticism Reputation damage Adverse social and/or economic impact 		<ul style="list-style-type: none"> Business Continuity Plans reviewed and tested in 2024 and approved by ELB. IT Disaster Recovery Plan exercise held on 20 March. Business critical services identified with individual business continuity plans created, tested, and approved. All staff able to seamlessly work from home, where job allows. 2023 internal audit review of business continuity offered substantial opinion and no identified weaknesses. Work programme in place for 2025/26 to review and update plans. 	
CR006	Breakdown of effective partnership working	Chief Executive	<ul style="list-style-type: none"> Partnerships can falter due to lack of shared vision within partnerships. Money spent on Partnership working doesn't add value. Strategic partnerships may falter due to conflicting demands within individual partners. Incorrect application of the procurement regulations due to a misunderstanding as to 	<ul style="list-style-type: none"> Significant project delivery such as the major projects and the new homes building programme could fail due to failure of strategic partnerships. Local delivery could fail if local strategic partners are not aligned. Reputational damage to all partners Lack of value for money (VfM) 		<ul style="list-style-type: none"> Regular review by each CHoS of all partnerships undertaken to identify key strategic partners. Partnership register established and endorsed by ELB. Guidance documents for partnership managers available from Knowledge Hub Partnership Governance and Management Framework adopted. Partnership scoring tool available to assess partnership tier. 	

Code	Risk Description	Risk Owner	What might go wrong? (cause)	What will happen? (consequence)	Original Risk Rating	Current Controls	Residual Risk
			<p>how and when they apply to partnership working.</p> <ul style="list-style-type: none"> Partnerships may be unsuccessfully commissioned due to lack of skills and poor scoping. Significant local, regional, or national partners may close down, affecting the council 			<ul style="list-style-type: none"> Management checklist available from Knowledge Hub. 	
CR007	Lack of sufficient funding and/or escalating costs over the medium term reducing financial viability and inability to achieve a balanced budget (General Fund and HRA)	Director of Finance L Keys	<ul style="list-style-type: none"> Reduced Government funding Reliance on strategic partners to deliver services and projects. Macro economy, including effects of Brexit, reduces locally generated Business Rates and parking income. Failure to achieve income targets. Inflation rises. Penalties are imposed on the Council due to falling standards in services. Impact of a Pandemic Additional financial costs preparing for 	<ul style="list-style-type: none"> Unable to balance the budget. Increased Council Tax Public's ability to pay for services. Reduce services provided. Demand/cost of services. Increased construction costs and impact on delivery and viability of key projects Over borrowing and avoidable cost 		<ul style="list-style-type: none"> One year funding settlement in place MTFS approach setting out medium- and longer-term options. Including planning for LGR Quarterly finance reporting and monitoring of key income sources Regular policy review and monitoring Scenario planning and sensitivity analysis of key risks Transformation Challenge 2025 (TC25) is embedded into the organisation. Maintain General fund reserve of at least £2m. Regular review of reserves Annual review of fees and charges 	

Code	Risk Description	Risk Owner	What might go wrong? (cause)	What will happen? (consequence)	Original Risk Rating	Current Controls	Residual Risk
			Local Government Reorganisation			<ul style="list-style-type: none"> Monthly budget monitoring and regular HRA business plan updates. Substantial assurance opinion following internal audit of the council's financial stability (including TC25). MTFS takes into consideration the financial pressures the council is facing 	
CR008	Availability of new homes to meet the strategic need via a variety of means (build or buy).	Strategic Director S Hendey	<ul style="list-style-type: none"> Increasing demand for new houses High cost of housing, including private rented sector Unable to identify new sites for new houses. Increasing infrastructure demands on new sites. Higher build costs Increasing inflation and interest rates affecting supply 	<ul style="list-style-type: none"> Increased housing waiting list numbers. Increasing homelessness Difficulty accessing housing markets. Outward migration of younger residents Adverse publicity Government intervention Ability to meet the business plan target which will have a negative effect on income 	<p>Likelihood</p> <p>Impact</p>	<ul style="list-style-type: none"> A variety of plans in place to deliver new homes Regular monitoring of projects Revised Housing Strategy and HRA Business Plan Cost benchmarking 	<p>Likelihood</p> <p>Impact</p>
CR009	Failure in cyber security leaving the council exposed to phishing and other attacks leading to compromised IT systems and data loss	Director of Finance L Keys	<ul style="list-style-type: none"> Malicious attack by Hackers for financial gain Malicious attack by Hackers to disrupt business and ability to deliver services. Viral code attack in order to data mine information and identities 	<ul style="list-style-type: none"> Possible complete shutdown of Council IT Systems and Infrastructure Business\service delivery disruption Significant Financial loss Credibility and confidence lost in engaging with digital services and e-payments 	<p>Likelihood</p> <p>Impact</p>	<ul style="list-style-type: none"> Mandatory Cyber Security awareness training held for all staff. IT Systems and processes administered to PSN (Public Services Network) standards and protocols. ITILv3 Methodology adoption for ITSM Comprehensive and regular reviews of ISP (Information 	<p>Likelihood</p> <p>Impact</p>

AG171
Appendix 3

Code	Risk Description	Risk Owner	What might go wrong? (cause)	What will happen? (consequence)	Original Risk Rating	Current Controls	Residual Risk
						Security Policies) and IT Network Access Policies <ul style="list-style-type: none"> • Operational daily checks and proactive monitoring of Firewalls and pattern updates • Staff qualified in Cyber Scheme Professional standards and within GOV UK CESG guidelines. • Regular system health checks and vulnerability scans • System and software maintained to supported levels. • Email security managed by accredited 3rd party. • Insurance for potential losses of a cyber attack • Third party review jointly with TVBC undertaken to see what further actions the councils can pro-actively take to mitigate this risk further 	
CR010	Failure to effectively respond to the Climate Change Emergency and reduce the council and district carbon emissions	Strategic Director C Headon	<ul style="list-style-type: none"> • Failure to achieve target for the council to be carbon neutral by 2024 and the district by 2030. • Carbon emissions increase • Air quality drops • Insufficient project capacity in-house 	<ul style="list-style-type: none"> • Reputational damage for failing to meet targets. • Increased risk of flooding - damage to property, disruption to business, health, and wellbeing of displaced residents • Increased risk of droughts - pressure on river system health, depleted aquifer/reservoir 		<ul style="list-style-type: none"> • Revised CNAP plan put in place 13/09/2023. • Actions leading towards carbon reduction are clearer in theme and size of reduction needed. • Climate Emergency declared in 2019. • Asset Management Strategy • £45mil HRA 	

Code	Risk Description	Risk Owner	What might go wrong? (cause)	What will happen? (consequence)	Original Risk Rating	Current Controls	Residual Risk
				volumes, negative impact upon agriculture, fire risk • Extreme heat and cold - health risk for vulnerable people, pressure on emergency and health services • Protests by lobby groups • House price volatility		• Council named 'Top Performing' district council for Climate Change	
CR011	Lack of preparedness and incapability to respond to events caused by climate change	Strategic Director C Headon	• Failure to prepare for an adverse weather event, for example long period of rain, heavy snow, or heatwave. • Failure to manage sluice gates and maintain rivers. • Failure to have plans in place to respond and recover from an adverse weather event	• Flooding causing damage to property and assets. • Loss of income to the council e.g. closed car parks due to snow • Adverse publicity • Damage to reputation	 Likelihood Impact	• Multiagency Emergency Response Plan in place, reviewed and updated annually. • Emergency Planning exercise to test the Plan held annually with partners participating. • Completion of flood alleviation schemes • Temporary flood defence barrier purchased and available to be deployed where there is a need. • The Emerging Local Plan has clear objectives to support the council priority of Tackling the climate emergency and creating a greener district. • Annual review of Flood Action Plan which includes contact details of parish flood coordinators last undertaken in September'24 • Gold and Silver commander training attended or to be by relevant officers at that level.	 Likelihood Impact

AG171
Appendix 3

Code	Risk Description	Risk Owner	What might go wrong? (cause)	What will happen? (consequence)	Original Risk Rating	Current Controls	Residual Risk
						<ul style="list-style-type: none">• Extreme Weather Plan in place• HOIW LRF Multi-agency Flood Plan in place	