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No	Risk Title	Risk Type	Consequences	Date Identified	Current Mitigation	Likelihood score	Impact score	Overall risk	Desired risk	Actions required	Links to Corporate Objectives / Strategies	Risk Owner	Review Date
1	Safewarding and DOS/SNT		Significant reputational impact should a child, young person or adult come to harm and TMBC are unable to demonstrate	04/04/2017	The responsibility for safeguarding has recently moved to the Chief Executive, rather than an individual service and a review implemented. An Audit review was commissioned which identified progress to date. Positive direction of travel noted in majority of areas (policy, training, engagement with other agencies). Areas of weakness identified and an action plan is being developed to address areas/necessary actions with specific reference to review of posts eligible for DBS checks being reviewed by Legal Services and a Central recording system being commissioned.  Corporate Safeguarding Policy, DBS checking Staffing/Member training.  Attendance at Local Children's Partnership Group. Training delivered to all Hackney Carriage and		. 4	16				India Dollar	
2	Safeguarding and PREVENT  Financial position/budget deficit	R, S	Failure to deliver a balanced budget, detrimental impact on quality of service, increased intervention. Failure to maximise New Homes Bonus.		Medium Term Financial Strategy (MTFS) in place and reviewed regularly. Annual review of Treasury Management and Investments strategies. Effective budget setting process and financial monitoring in place; Robustness tested and adequacy of reserves. External Audit review MTFS Savings & Transformation Strategy External audit of Accounts Financial Procedure Rules. Monitor taxbase.				2 9	Areas of potential savings to be formally identified and prioritised, with commitment to delivery of these selected	Vision- to be a financially sustainable Council. Taking a business like approach	Julie Beilby  Sharon Shelton	No
3	Brexit Impact and Economic Stability	F	Financial impact and effect on the economy as well as uncertainty around current EU legislation, i.e. what replaces it, could have a significant financial impact and lead to legislative changes impacting on finance and resources.	01/04/2017	Regular review of MTFS. Kent-wide working to understand, plan for and react to pressures. Regular review of Treasury Management and Investment strategies. Economic factors reflected in MTFS	4	l 3	12	2 12			Sharon Shelton	
4	Corporate Strategy and Savings and Transformation Strategy	F, R, S	Failure to meet objectives and/or make savings, including those arising from the planned West Kent Waste Partnership. Impact on quality of service, budget overspends, salami slicing, etc. staff motivation impacted and increased risk of fraud or error.		Savings and Transformation Strategy reviewed and updated. Corporate Strategy reviewed and updated. Regular update reports to MT and Members Annual review of Savings & Transformation Strategy	3				Areas of potential savings to be formally identified and prioritised, with commitment to delivery of those selected. Commissioning of in service reviews via MT to identify potential areas of transformation and savings	Vision- to be a financially sustainable Council focusing on ensuring good value for money, continuously reviewing how our services are provided and funded, focusing our available resources where they will have most beneficial impact, and maximising commercial opportunities.  Taking a business like	Julie Beilby / Sharon Shelton	No
6	Local Plan	F, R	Lack of sound legal footing for Plan leading to risk of failure at Examination. Risk of challenge from not meeting identified development needs. Reputational risk and widespread public concern arising from decision making on strategic development. Lack of infrastructure to support future development.	01/04/2017	Audit of Local Plan process in hand. Update and review of evidence base underway in advance of Regulation 19 consultation. Specialist consultants engaged where appropriate and counsel briefed. Duty to Cooperate discussions and audit in hand. Clear explanation of local plan process and requirement to Members and through consultation with communities. Liaison with service and infrastructure providers.	2	1 3	12	2	Further refinement of evidence and narrowing down of sites to address development needs. Liaison with adjoining authorities and other agencies. Clear communications strategy to enable public understanding of proposals.	Local Plan assists in economic growth, delivering the supply of future housing and addressing affordability. Procedures set by National Government	Steve Humphrey	
7	Organisational development inc staff recruitment and retention/skills mix	F, R, S	Lack of resources or the right skills to deliver required outcomes, reduced staff morale and quality of work, leading to financial loss, reputational damage and detrimental impact on staff wellbeing.	01/04/2017	Review of staff resources and skills via service reviews. Organisational structure review as part of S&TS to achieve efficiency, coordinated service delivery and reflect changing legislative and policy requirements and priorities. Review of training plan	2	. 4	16	5			Julie Beilby	
8	Health and Safety	F, R, S	Significant reputational impact should a service user, officer, member or contractor come to harm and TMBC are unable to demonstrate appropriate processes were in place (could be merged with safeguarding although arguably a different thing).	01/04/2017	Health and Safety Policy review. Lone working policy and service based practices to be continuously monitored.	3	3 4	12	2	Further dissemination of good practice through staff briefing.	Staff wellbeing and customer care underpin the Council's fundamental service and corporate objectives	Steve Humphrey	

		Compliance with legislation inc new GDPR requirements	F, R	Failure to meet legislative requirements or statutory obligations may result in financial penalties and/or damage to the Council's reputation.	01/04/2017	Compliance/legal assessment of decisions included in all Board reports Constitution GDPR requirements to be addressed by Information Governance Group	3	4	12	Continued dissemination of new legislative requirements. Officers to ensure maintenance of professional training requirements	Need to ensure that all 7 key themes of the Corporate Strategy are delivered in lawful manner.	Adrian Stanfield	
1	10	Cyber security	F, R	Loss of data and legislative breach, leading to financial penalties and reputational impact.	01/04/2017	IT Security Policy. Network Security measures (firewall, access level controls). Consideration of cyber insurance. Creation of Information Governance Group to oversee and manage risks	4	4	16	Procurement of cyber security "recovery" contract via Kent Connects. Prioritisation of resources (financial and human) to ensure that priority is given to relevant updates etc.	IT Strategy	Sharon Shelton	Nov-17
1	11	IT Infrastructure	F, R	Failure to adequately invest resulting in inability to keep pace with technological change, leading to systems that are not fit for purpose to meet organisational need.		IT Strategy and Action plans reviewed and updated. Invest to Save opportunities and funding.	4	4	16	Commitment to produce new IT Strategy for presentation into Members Autumn 2017. Linkage with MTFS and Savings and Transformation Strategy		Sharon Shelton	
1	12	Elections	R	Failure to comply with legislation, miscounts and significant reputational impact.	01/04/2017	Ensure experienced staff are in place, corporate team reviewing activity and monitoring progress. A temporary issue has arisen with the election Manager being on long term sick leave. Mitigation includes bringing in experienced external staff, to work alongside election office and RO / DRO's. Additional admin and project management skills also brought into election planning team.	3	4	12			Julie Beilby	
		Business continuity	F, R, S	Failure to provide statutory service or meet residents' needs resulting in additional costs, risk of harm and reputational impact.		Business Continuity Plan inc Corporate (BC) Risk Register, Disaster Recovery Plan, Inter-Authority Agreement	3	3	6	Business Continuity working group established to review and update existing Plan. Updated plan to be considered by Management Team and tested by a training exercise.	Business continuity underpins the delivery of the Council's essential services	Robert Styles	
	14	Devolution	F, R, S	Uncertainty about future operating models and changes in responsibilities or service provision leading to financial pressures, impact of quality of services, reputational damage.	01/04/2017	Continual scanning of national / regional and Kent wide agenda by CE / Corporate Services manager. Participation in county wide debate via Joint Kent Chief Execs and Kent Leaders meetings	3	3	9			Julie Beilby	
		Partnerships inc shared services	F, R, S	Reliance on partners to deliver key services. Could include specific partnership or shared service models such as the Leisure Trust and Revenues and Benefits and risks around service delivery and impact on staff morale / retention if base		Regular liaison meetings with partners. Partnership Agreements in place and reviewed as appropriate. Good	3	3	a				
	15	Welfare reform inc Housing need	F, R, S	Safeguarding impact on TMBC residents due to reduction in benefits, increase in applications for DHP, etc. Failure to adequately understand and meet housing needs and return unsuitable properties to use leading to increase in homelessness or occupational of unsuitable homes. Financial impact of increased emergency accommodation and failure to maximise new homes bonus.		Cross sector working (e.g. welfare reform group) to identify issues and solution. Providing advice to residents on welfare and housing issues, or signposting to relevant providers. Working with partners to identify land and funding opportunities. Working with Registered Provider Partners to ensure needs of residents are being met. Working with owners to bring long term empty properties back into use. New initiatives for Temporary Accommodation. Review implications for new Homeless Reduction Act requirements. Concessionary charges for key services EQIA assessment of key decisions included in all Board reports	4	3	12	Prepare for impact of further roll our of Universal Credit by learning from other areas earlier in the programme. Consideration of review of housing service to meet the needs following Housing legislative changes	Promoting Fairness - acting transparently at all times and being accountable for what we do, and promoting equality of opportunities. Embracing Effective Partnership Working - achieving more by working and engaging effectively with a wide range of local partners from the private, public, voluntary and community sectors.	Julie Beilby  Sharon Shelton/Steve Humphrey	Nov-17
1		Political factors including stability of political leadership and decision making	F, R	Decisions required to achieve objectives including savings and transformation may not be made and therefore required savings not achieved.	01/04/2017	Close liaison with Leader, Deputy Leader and Cabinet in developing the Savings & Transformation Strategy. Clear and comprehensive reports to support Members in making appropriate decisions to support the S&TS.	3	3	9			Julie Beilby	
1	18	Flooding	F, R, S	Impact on resources to support emergency planning, financial impact due to damage, loss of resources, etc., Residents and staff put at risk of harm.	01/04/2017	Business Continuity Plan inc Corporate (BC) Risk Register, Emergency Planning, Disaster Recovery Plan, Inter-Authority Agreement and Kent Resilience Team. Working with partners (EA / KCC/ LEP) to secure funding and implement flood defence schemes which will reduce risk of future flooding.	3	4	12	Emergency planning documentation undergoing constant review and key aspects exercised on an annual basis. Members of Management Team undertaking MAGIC training on an annual basis. Funding committed to assist in implementation of flood defence works including increasing capacity of Leigh Flood Storage.		Robert Styles	
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