

No	Risk Title	Risk Type	Consequences	Date identified	Current Mitigation	Likelihood Score	Impact score	Overall risk score	Desired risk score	Actions required	Links to Corporate Objectives / Strategies	Lead on behalf of Management Team	Risk Assessment form completed?	Review Date
1	Safeguarding and PREVENT	S, R	Significant impact should a child, young person or vulnerable adult come to harm, including radicalisation and child sex exploitation, and TMBC are unable to demonstrate appropriate processes were in place.	01/04/2017	The responsibility for safeguarding is with 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. Corporate Safeguarding Policy, DBS checking, Staffing/Member training, PREVENT training for staff. Attendance at K&M Adults Safeguarding Board, Local Children's Partnership Group. Training delivered to all Hackney Carriage and Private Hire drivers. The majority of actions identified from the Audit review have now been completed and signed off. A secure database with secure access for recording details of all safeguarding concerns and referrals has been developed and is currently in the testing phase. The database is now live.	3	4	12	12	Posts eligible for DBS checks being reviewed by Legal Services and a Central recording system being commissioned. A revised implementation date of 30/5/18 was agreed to create a single TMBC DBS register and complete any necessary DBS checks. UPDATE: This work has progressed with a revised draft list of posts eligible for DBS checks completed. Formal review due in September 2018. UPDATE Dec 18 MT has agreed revised list of posts requiring DBS checks. Safeguarding Audit review is currently underway for completion in 18/19 financial year. UPDATE June 2019- Draft policy on procedures for DBS checks will be considered by MT in July. Audit has been completed.	Safeguarding Policy	Chief Executive		Jul-20
2	Financial position/budget deficit	F, R	Financially unstable organisation. Failure to deliver a balanced budget, detrimental impact on quality of service, increased intervention. Failure to maximise New Homes Bonus.	01/04/2017	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 (S&TS). External audit of Accounts. Financial Procedure Rules. Monitor taxbase. Refreshed version of MTFS considered by Cabinet in Feb 2019 and approved by Full Council as part of Budget Setting. Funding gap circa £550k. Negative RSG 2019/20 removed. Taxbase updated Dec 2018 showing growth. NHF figures received and exceed initial expectations as parameters unchanged. With Kent and Medway authorities, bid for Business Rate Retention Pilot 19/20 unsuccessful. Business rates RVs and appeals reviewed. Now above Business Rate Baseline. Council tax set by Full Council with a 2.99% increase for 2019/20.	4	3	12	9	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. Strategic asset management review. O&S Committee Jan 18 identified programme of work to identify potential savings. Tendering of Waste contract has delivered savings to contribute. Feb 2019 - MTFS shows savings to be circa £550k over 10 year plan. Cabinet and Council updated STS. O&S reviews to continue as planned. Fair Funding Review currently underway and need to await results to see wider impact on finances into medium term. UPDATE: Report to Cabinet June 2019 updating on latest position. MTFS now showing gap of circa £600k. Cabinet asked to consider how funding gap to be addressed; with primary focus on first tranche. Cabinet also updated that there is doubt as to when Fair Funding Review and Spending Review will happen. This gives uncertainty for another year.	Vision- to be a financially sustainable Council. Taking a business like approach.	Director of Finance and Transformation		Oct-19
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. A number of key threats to business continuity including: border delays and congestion impacts on the Kent road network creating difficulties for local businesses, TMBC staff and potential air quality issues; loss of KCC staff e.g. welfare/social services support; potential loss of TMBC waste contract workforce; general increase in costs as imports become restricted.	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. The potential for No Deal BREXIT could have far wider and more impactful implications that has been factored into MTFS. Bid for BREXIT funding compiled, but Government awarded funding to all district councils on a like for like basis.	4	4	16	12	Work with partner organisations via Kent Resilience Forum continuing. O&S Committee report (Jan 2019) updated Members and identified key issues. Council represented on key County Partnership Groups overseeing Brexit implications including Strategic & Tactical Coordinating Groups. Business Impact Assessments completed. Plans in place, including purchase of additional laptops, to enable critical services, to be maintained if major disruption to road networks. Brexit Emergency Planning exercise early March 2019. UPDATE: Funding was received from Government. Brexit 'deadline' now 31 October 2019. Work still taking place with partners.	N/A - external risk.	Chief Executive / Director of Finance and Transformation/ Management Team		Oct-19
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.	01/04/2017	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. Remaining funding gap now assessed as £550k.	3	4	12	9	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. Strategic asset management review to deliver new income. O&S programme to be supported in order to deliver savings to contribute to STS. UPDATE: MTFS and STS updated by Members Feb 2019, and further report to Cabinet June 2019.	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 approach.	Chief Executive / Director of Finance and Transformation/ Management Team		Oct-19

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5	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 completed. Update and review of evidence base completed for submission, with on-going monitoring. Specialist consultants engaged where appropriate and counsel fully engaged on key issues for examination. 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 key delivery stakeholders and service and infrastructure providers. <b>UPDATE July 19: First stage of responses to Inspector's questions submitted and second stage due on 31/07/19. Member briefing on Local Plan scheduled for July.</b>	4	3	12	9	Final refinement of evidence and narrowing down of sites to address development needs. Response to issues raised by Members at PTAB in June. Liaison with adjoining authorities and other agencies. Presentation of draft local plan for Member consideration planned for PTAB meeting in July 18, followed by Cabinet and Council in September. Regulation 19 consultation programmed for October/November with submission of Local Plan by End of 2018. Local Plan approved by full Council in September 2018. Reg 19 consultation concluded in November 2018 with a view to submitting plan to Sec of State by 23 Jan 2019. <b>UPDATE Mar 2019</b> Local Plan submitted on time on 23 Jan 2019. Examination preparation activity now underway including dialogue with appointed Inspectors. <b>UPDATE July 2019:</b> Inspector raised a number of questions in May, which were partially responded to in June with the remaining responses scheduled for submission in July. Further consultation has been requested by the Inspector on all submissions by the Council since 23 January; this is likely to take place in the autumn and last for 6 weeks. The Inspectors questions and the requirement to consult has delayed the date for the examination, which is now likely to be scheduled for early 2020.	Local Plan assists in economic growth, delivering the supply of future housing and addressing affordability. Procedures set by National Government	Director of Planning, Housing and Environmental Health		Oct-19
6	Organisational development inc. staff recruitment and retention/skills mix	F, R, S	Lack of resources or the right skills to deliver required outcomes, loss of key professionals/senior officers due to pay constraints and pressures, 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.	3	4	12	12	Succession planning Develop further skills and expertise through strategies such as shared services and specialist Commissioning. Engagement of external consultants and specialists. Resilience and rationalisation of existing structures. Further discussions to be undertaken by MT to agree strategies and resultant actions for recruitment and retention. 2% pay award was agreed by Members in line with National Offer. Structural reviews agreed by GP on 26/6/17, 20/11/17, and 29/1/18. Responses to any recruitment advertisements are carefully monitored for trends. A new member of personnel staff has been recruited with specialist experience in recruitment. We continue to have a mixed response to job adverts. Further reports to GP on 25/6/18. Update Dec 18. revised methodology for recruitment into DPEHH post successful. March 2019 successful recruitment of Head of IT Update March 19. We have changed recruitment process and had positive outcomes. Pay award of 2.5% wef from April 2019 i.e. above the national award. Transitional arrangements to encourage development opportunities where appropriate.	HR Strategy Savings and Transformation Strategy	Chief Executive		Sep-19
7	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. Item on SMT agendas Staff involved in JECC (supported by Members) Ongoing review undertaken to react to potential key risk areas Organisational learning and response to national events	3	4	12	12	Further embedding and dissemination of good practice through staff briefing. <b>UPDATE:</b> Newly formed corporate Health and Safety Group picking up cross organisational issues and feeding back to Management Team and H&S Officer. <b>UPDATE July 2019</b> All services are required to review lone working procedures and risk assessments following review of corporate policy. Staff survey being drafted to consider impact of work on wellbeing and whether support services meet needs and communication channels are adequate.	Staff wellbeing and customer care underpin the Council's fundamental service and corporate objectives	Director of Planning, Housing and Environmental Health		Dec-19
8	Compliance with legislation inc. new GDPR requirements	F, R	Failure to meet legislative requirements or statutory obligations may result in loss of personal data, financial penalties and/or damage to the Council's reputation.	01/04/2017	Nominated Senior Information Risk Officer, and Data Protection Officer Compliance/legal assessment of decisions included in all Board reports Constitution General Data Protection Regulation requirements are being addressed by Information Governance Group & Procurement OSG CPD and professional monitoring Corporate Governance and GDPR audits Legal involvement and sign-off of key projects and involvement in governance groups	3	4	12	8	Continued dissemination of new legislative requirements to Officers & Members. Officers to ensure maintenance of professional training requirements. <b>UPDATE:</b> GDPR training for Members 9 July 2018 (All Officers were required to complete e-learning GDPR module prior to implementation of GDPR in May 2018). Revised constitution approved by Members July 2018. Audit of GDPR underway March 2019. <b>Updated online training on GDPR &amp; Cyber Awareness being tested by Information Governance OSG prior to being rolled out to all staff July 2019</b>	Need to ensure that all 7 key themes of the Corporate Strategy are delivered in lawful manner.	Director of Central Services and Deputy Chief Executive		Jun-20

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9	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. Information Governance Group work underway. Data held by the Council being reviewed and cleansed. Work underway to mitigate global processor flaw issues leading to Spectre and Meltdown attacks. Cyber awareness training rolled out to all staff. Varonis software being used to better control the risk of access to confidential unstructured data on shared drives. Member cyber champion appointed. <b>UPDATE: Renewal and upgrade of the system to collect and monitor event logs in respect of cyber activity is required following the LGA Stocktake. Our current system, Loglogic, is end of life and no longer supported by the supplier. If any system component should fail it cannot be repaired leaving us without the tools required to provide timely problem resolution to malware outbreaks or adequately investigate security incidents.</b>	4	4	16	12	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. TMBC have been involved in developing specification for Kent Connects cyber security "recovery" contract. Continued rollout of mitigation for processor flaw issues dealt with as priority and in line with guidance. Varonis software procured, installed and being utilised to better control the risk of access to confidential unstructured data on shared drives. Cyber security now being built into disaster recovery/business continuity plans. Cyber specific risk register now maintained which provides more detail on risks faced, mitigations in place and actions required. <b>UPDATE: Improved Cyber security training being rolled out to staff and Members July 2019. Evaluation of replacement for Loglogic underway.</b>	IT Strategy	Director of Finance and Transformation		Oct-19
10	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.	01/04/2017	IT Strategy and Action plans reviewed and updated. Invest to Save opportunities and funding. <b>UPDATE: Digital Strategy drafted for Member consideration - July 2019.</b>	3	4	12	12	New IT Strategy for period 2018-22. Linkage with MTFs and Savings and Transformation Strategy. Development of virtualisation project to enable efficient and effective ways of working. Review and upgrade of data quality within systems to ensure that improvements and efficiencies can be achieved. iPads for Members have been deployed. iPads and citrix rolled out to MT. New IT Strategy approved by Members in May 2018 who placed a specific emphasis on website improvements. Website work commissioned by SDS and report to FIPAB Jan 2019. <b>UPDATE: New Head of IT appointed with significant experience of implementation of digital strategies. Significant progress by Digital officer group; business process mapping underway across the Council to identify opportunities. Website work underway, with officer group looking at the 'business' specification. Iteration with Member group to be initiated. Member group appointed. Presentation and draft digital strategy presented to FIPAB 17 July 2019.</b>	IT Strategy	Director of Finance and Transformation		Oct-19
11	Elections	R	Failure to comply with legislation, miscoums and significant reputational impact.	01/04/2017	Ensure experienced staff are in place, corporate team reviewing activity and monitoring progress.	2	4	8	8	Broadening of staff skills and experience to build resilience. <b>UPDATE: Borough Council Election and European Election delivered successfully.</b>	Statutory requirement	Chief Executive		Jan-20
12	Business Continuity and Emergency Planning	F, R, S	Failure to provide statutory service or meet residents' needs resulting in additional costs, risk of harm and reputational impact. Impact/pressures on services and resources. Failure to ensure proper safeguards to prevent or to respond adequately to a significant disaster/event e.g. terrorist attack at a large scale public event or fire.	01/04/2017	Business Continuity Plan inc. Corporate (BC) Risk Register, Disaster Recovery Plan, Inter-Authority Agreement, Mutual Aid Agreement and Partnership Agreement with Kent Resilience Team (Please see Business Continuity Plan and Corporate Risk Register for more detail). Emergency Planning Support Officer in post and new Duty Emergency Coordinator system introduced to provide greater resilience.	3	4	12	12	Emergency planning documentation undergoing constant review and key aspects exercised on an annual basis. Members of Management Team and Duty Emergency Coordinators undertaking advanced training organised by Kent Resilience Team training. 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. <b>UPDATE: New Duty Officer rota in place to support Duty Emergency Coordinators out of hours. Mutual Aid Policy reviewed across Kent Districts. Review of critical services in Business Continuity Plan completed. Emergency Plan refreshed and reissued. UPDATE: Business Continuity Plan completed, approved by Management Team and shared with key staff. Director level attendance at all Kent Resilience Forum Board meetings. All Duty Officers trained in role. Out of Hours manual reviewed and updated.</b>	Business continuity underpins the delivery of the Council's essential services	Director of Street Scene, Leisure & Technical Services		Jun-20
13	Devolution	F, R, S	Uncertainty about future operating models and changes / opportunities in responsibilities or service provision leading to financial pressures, impact on quality of services, reputational damage.	01/04/2017	Continual scanning of national / regional and Kent wide agendas by CE / Corporate Services manager. Participation in county wide debate via Joint Kent Chief Execs and Kent Leaders meetings. Update DEC 18 - County wide devolution discussions have been formally ceased. Horizon scanning and continued participation in Kent Leaders and CE meetings is ongoing.	3	3	9	9	N/A	External risk/national issue	Chief Executive		As required

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14	Partnerships inc. shared services	F, R, S	Reliance on partners to deliver key services, including private sector companies. Could include specific partnership or shared service models such as the Leisure Trust and risks around service delivery and impact on staff morale / retention if base moves from TMBC. Potential resistance to shared services / partnerships impacting on ability to deliver Savings & Transformation Strategy. Private sector partnerships failing having consequences for service delivery.	01/04/2017	Regular liaison meetings with partners. Partnership Agreements in place and reviewed as appropriate. Good communication with staff. In the light of the Carillon situation (which does not affect TMBC directly) maintain awareness of issues relating to private sector partners and plans formulated for service delivery in the event of failure via business continuity.	3	3	9	9	FIPAB Jan 2018 updated on GBC's decision to pull out of progressing shared service for Revs and Bens. Review of Revs and Bens being conducted to ensure service continuity. New Waste Services Contract in partnership with Urbaser, TWBC and KCC commenced 1st March 2019. Formal Inter Authority Agreement and Partnership Agreement in place. Ground Maintenance Contract extended in light of good performance of contractor. UPDATE: Gravesham Borough Council gave notice to cease shared management arrangement for revenue and benefits management - arrangement to cease 30 September 2019. DFT will consider staff needs and report to GP Committee as appropriate.	Savings and Transformation Strategy	Chief Executive		As required
15	Welfare reform inc. Housing need	F, R, S	Safeguarding impact on TMBC residents due to reduction in benefits, introduction of UC and 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 occupation of unsuitable homes. Financial impact of increased emergency accommodation and failure to maximise new homes bonus.	01/04/2017	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, including purchase of flats. Review implications for new Homeless Reduction Act requirements. Concessionary charges for key services. EQIA assessment of key decisions included in all Board reports. HRA implications assessed and GPC agreed new posts to deliver service which have been recruited to. Universal Credit rolled out Nov 18 for Tonbridge & Maidstone Job Centres. Signposting now to UC rather than HB for new working age claimants.	4	3	12	9	Prepare for impact of further roll out 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. Flats purchased. Member training from DWP provided re UC Nov 2018. Continue to facilitate Welfare Reform group and widen participation from external partners so as to ensure best support for those affected by welfare reforms in T&M. UPDATE: July 2019 Further review of staffing within housing underway in response to nationally recognised increased demand as a result of impact of HRA. Consultation on the Council Tax Reduction Scheme to be launched in September 19 following report to FIPAB July 2019. Intention to move to an income banded scheme.	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.	Director of Finance and Transformation/ Director of Planning, Housing and Environmental Health		Nov-19
16	Political factors including stability of political leadership and decision making	F, R	Decisions required to achieve objectives including corporate strategy and 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	9	Member briefings and training sessions. UPDATE: July 2019- series of induction and training sessions delivered to Members following local elections in May 2019	Underpins delivery of overall strategy and Savings and Transformation.	Chief Executive		As required
17	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. Impact on key flood risk areas - Tonbridge, Hildenborough, East Peckham and Aylesford.	01/04/2017	Working with partners (EA/KCC/LEP) to secure funding and implement flood defence schemes which will reduce risk of future flooding. Assistance provided to Parish/Town Councils to help develop local Flood Plans. Team of Volunteer Flood Wardens in place.	3	4	12	12	UPDATE: Work with partner organisations via Kent Resilience Forum continuing. O&S Committee report (Jan 2019) updated Members and identified key issues. Council represented on key County Partnership Groups overseeing Brexit implications including Strategic Coordinating Group. UPDATE: Council Officers dial into Severe Weather Advisory Group meetings. Regular attendance at KRF training sessions. Aylesford Community Flood Plan completed/launched and training taken place. Ongoing support for Tonbridge Flood Group.	Emergency Plan Civil Contingencies Act 2004 Kent Emergency Response Framework West Kent Partnership and Medway Catchment Partnership	Director of Street Scene, Leisure & Technical Services		Mar-20
18	Contaminated Land	F, R, S	Impact on homes, public health. Residents put at risk of harm.	01/01/2018	Working with partners (EA and other) and specialist consultants to monitor potential sites and assess risk to inform action as is needed	3	4	12	9	Potential issue identified at Joco Pit, Borough Green. Residents engaged. Public sessions held Jan 2018. Report to Members Feb 2018. Additional boreholes secured and monitoring in place until May 2018. Results indicate low risk and insufficient levels to be 'part 2 contaminated land. Briefing of Members and letters/drop-in session for residents planned for June/July. Ongoing monitoring required for 12 month period before further review. Initial investigations underway in respect of Priory Wood site. UPDATE: July 2019 Joco Pit intensive monitoring coming to a conclusion and report to be prepared for Members for September SS&SAR. Appointment of contractor to	Contaminated Land Strategy	Director of Planning Housing and Environmental Health		Dec-19

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19	Procurement and Implementation of Waste/ Recycling Contract	F, R, S	Failure to provide new service and deliver described outcomes in accordance with contract timescales. Significant reputational risk. Risk of challenge from tenderers. Failure to achieve financial targets for garden waste scheme.	01/07/2018	Partnership arrangement with TWBC, with allocation of key tasks. Internal Project Group reports regularly to MT. Regular update reports to Members including separate Member Working Group. External advice sought from specialists on key decisions. Detailed project plan and risk register. Operational Marketing Plan in place. Inter Authority Agreement with KCC encourages improved recycling performance and shares financial risks. 3 crucial work streams have been identified (IT, Communications and Operations) and individual sub-working groups have been established to monitor and implement these work areas.	3	4	12	9	New contractor (Urbaser) appointed and commenced 1/3/19. New service delivery arrangements to be introduced from 30th September 2019, including opt-in garden waste scheme. SS&EAB 11/2/19 approved Operational Marketing Plan and Mobilisation arrangements. Contractor to produce Annual Service Plan, monitored by Partnership Manager. Garden waste charges set to encourage take up including 'early bird' deal. Government recently launched consultation on new Waste & Resources Strategy including greater consistency of collection arrangements across local authorities. Council to respond within deadline for comments.  <b>UPDATE: Contract performance to date has been satisfactory and focus now on implementation of new arrangements. Uptake of garden waste subscriptions is positive and new garden waste/food bins will be delivered to residents in July/August. Reports on progress submitted to evening meeting of SS&amp;EAB and Member Liaison Group in place. Response sent on new Government Strategy in liaison with Kent Resource Partnership.</b>	Delivery of cost effective service to meet customer needs.	Director of Street Scene, Leisure & Technical Services		Mar-20