

No	Risk Title	Risk Type	Consequences	Date identified	Likelihood Score	Impact score	Overall risk score	Current Mitigation	Desired Likelihood Score	Desired Impact score	Desired risk score	Actions required to ensure mitigation remains	Links to Corporate Objectives / Strategies	Lead on behalf of Management Team	Review Date
1	Safeguarding and PREVENT	S, R	<p>Significant impact should a child, young person or adults at risk come to harm, including radicalisation and child sex exploitation, and TMBC are unable to demonstrate appropriate processes were in place.</p> <p>Coronavirus has increased support to vulnerable individuals.</p>	01/04/2017	3	4	12	<p>The responsibility for safeguarding is with the Chief Executive, rather than an individual service and a review implemented.</p> <p>Audit Review undertaken, identifying areas of weakness to be address, progress to date with positive direction noted.</p> <p>Training delivered to all Hackney Carriage and Private Hire Drivers.</p> <p>Secure Database in place, with secure access, for recording of safeguarding concerns and referrals onto other agencies</p> <p>Community Hub telephone contact line remains available and support can be re-established for any urgent need or in the event of further lockdowns and/or tighter restrictions.</p>	3	4	12	<p>Continue to refer Safeguarding concerns to appropriate agencies where necessary and also raise with partners at the weekly CSU meetings.</p>	Safeguarding Policy	Chief Executive	Oct-21
2	Financial position/budget deficit	F, R	<p>Financially unstable organisation. Failure to deliver a balanced budget, detrimental impact on quality of service, increased intervention.</p> <p>Failure to maximise New Homes Bonus (for as long as it exists).</p> <p>Coronavirus pandemic has significant economic implications for the Council, businesses and residents.</p>	01/04/2017	4	4	16	<p>The Council provides an annual statement (as a minimum) on the following areas;</p> <p>Treasury Management and Investment Strategy.</p> <p>Robustness of estimates and adequacy of reserves.</p> <p>Effective monitoring control procedures.</p> <p>Savings and Transformation Strategy (STS) reviewed and updated.</p> <p>Unqualified Audit and Value for Money Opinion contained with Annual Audit Letter.</p> <p>Medium Term Financial Strategy (MTFS) updated and shared regularly with Cabinet to keep members aware of current financial situation.</p> <p>Business Rates income monitored. Decision taken not to be part of Kent pool from 2021/22 due to volatility arising from pandemic and therefore increased risk.</p> <p>Local government finance settlement for 21/22 confirmed as anticipated. Some New Homes Bonus to be paid in 21/22.</p> <p>Council Tax increase approved by Council for 21/22 at 2.3% (£5)</p> <p>MTFS and STS updated during Budget Setting Feb 2021/22. Funding gap updated and targets set.</p> <p>Impact of Pandemic projected to have significant effect on Council finances, but this has been dampened by government grants and compensation schemes. Review and Reassessment underway. Ethos of essential spend only agreed by Cabinet and carried forward into 21/22 to protect Council finances.</p> <p>Regular returns submitted to MHCLG as required to assist with roll out of government grants. National Leisure Funding application submitted and £250,000 has been awarded.</p> <p>Response to New Homes Bonus consultation sent April 2021</p>	3	3	9	<p>Areas of potential savings yet to be identified and prioritised, with commitment to delivery of those selected.</p> <p>Commissioning of service reviews via MT to identify potential areas of transformation and savings.</p> <p>Strategic asset review to be completed, including office accommodation.</p> <p>O&amp;S Committee established work programme to continue to identify potential savings.</p> <p>Report to Cabinet 6 July 2021 setting our new financial risks that require adjustment to STS and MTFS. During Budget cycle in Feb 21, 'New' funding gap of £475k identified of Savings needing to be both identified and implemented in the next 4 years as set out in MTFS. This is on top of the £500k savings where initiatives have been identified but not yet delivered. Cabinet report in July 2021 identified a FURTHER £1.3M of financial risk that has come to a head lately primarily as a result of Waste contract, Local Plan and climate change agenda. The £1.3M to be delivered in 2 parts of £650k by 25/26 and 26/27. It is therefore imperative that savings initiatives are both identified and implemented by the Council ASAP. FURTHER REPORT WILL BE DRAFTED AND PRESENTED TO CABINET IN OCTOBER UPDATING POSITION FURTHER AND SEEKING IDENTIFICATION OF SAVINGS INITIATIVES</p> <p>Continued tight rein on essential spend only to protect Council finances as approved by Full Council Feb 2021.</p> <p>Fair Funding Review awaited, as is Business Rates Retention Review. Assumptions about impact have been built into MTFS, but until these are released for consultation it is unknown as to whether assumptions are correct. Respond to consultation when available.</p> <p>Continue to lobby for additional national leisure funding and other government grant funding in response to the pandemic as appropriate. Ensure robust and regular monitoring of expenditure and income and take steps to adjust financial plans as needed in timely manner.</p>	<p>Vision- to be a financially sustainable Council. Taking a business-like approach.</p>	Director of Finance and Transformation	Dec-21

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3	EU Transition Impact and Economic Stability  (Impacted by Coronavirus Pandemic)	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.  Coronavirus pandemic has significant economic implications for businesses and residents.	01/04/2017	4	4	16	Kent-wide working to understand, plan for and react to pressures.  Regular review of:  MTFS reflecting economic factors  Treasury Management and Investment strategies.  Working with Kent Resilience Forum since outbreak of pandemic on day to day basis, managing both pandemic and EU transition impacts. Furlough scheme running until end September 21 has 'stabilised' economic impact of Covid to some extent. Approximately only 5% of workforce are now on furlough (Sept 2021)  Various business grant schemes being paid out weekly by TMBC on behalf of government. TMBC also paying Self Isolation Payments (Test and Trace) to those residents who qualify.  All staff equipped to be able to work from home and deliver public services	3	4	12	Council continuing to working with Kent Resilience forum and County Partnership groups including Strategic and Tactical Co-ordinating Groups.  Keep Business Impact assessments under review.  Business continuity planning updated to ensure smooth running of services to public, including expansion of remote working initiatives with Laptop access to Council IT infrastructure.  Self-isolation payments extended until Sept 21. TMBC to continue with payments  <b>IT staff continuing to support staff working from home. Transitional working arrangements commence Sept 2021 as agreed by Members. As furlough scheme ends Sept 21, likely to be a greater demand on Council services and signposting. Staff preparing for this eventuality. Business grants will continue to be paid.</b>	N/A - external risk.	Chief Executive / Director of Finance and Transformation/ Management Team	Dec-21
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.  Coronavirus pandemic has significant economic implications for the Council, businesses and residents.	01/04/2017	4	4	16	STS reviewed and updated in line with review of MTFS. With regular reports to update MT and Members  Corporate Strategy reviewed - report to O&S January 2020 and addendum added in June 21 in response to pandemic. Advisory Boards considering individual entries as appropriate  STS reviewed alongside Budget 21/22 and MTFS. Approved Full council Feb 21. Further update to cabinet 6 July affecting both STS and MTFS. Measures recommended	3	3	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. During Budget setting Feb 21, Members reminded of the need to firstly deliver on the already identified savings initiatives (£500k) within the timescales set in the MTFS; and secondly to identify and implement the (then) new funding gap of £475k within the next 4 years. Total savings therefore needed to be implemented of £975k AT THAT POINT. Further report to Cabinet 6 July 21 increasing the funding gap by £1.3M as a result of financial risks connected to Waste, Local plan and climate change. Measures recommended to Cabinet. Further report in October 21.  <b>Update report due to go to Cabinet Oct 21</b>	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-21

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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. Delay to timetable due to coronavirus restrictions. Shrinking 'plan period' and housing trajectory as a result. Reputational risk and widespread public concern arising from decision making on strategic development. Lack of infrastructure to support future development.	01/04/2017	4	4	16	Local Plan Inspectors Final report requested 11.3.21 - now awaited - Will conclude that the LP is unadoptable due to failure to meet the Duty to Cooperate (in respect of unmet housing need in Sevenoaks).  Members are regularly updated by email by the Planning Policy Manager and reports to P&TAB.  Seeking Member approval to restart the process (in the event the challenges are unsuccessful)	3	3	9	Ongoing engagement with Counsel  Process and key tasks being scoped with Counsel. Timetable being prepared. Initial approaches to consultants. Duty to Cooperate meetings with neighbouring authorities maintained.  PTAB endorsed 'Review, refine and resubmit' strategy, received Council approval 13/07/21	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-21
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	3	4	12	Review of staff resources and skills via service reviews.  Organisational structure reviews are part of S&TS to achieve efficiency, coordinated service delivery and reflect changing legislative and policy requirements and priorities.	3	4	12	Succession planning along with Development of further skills and expertise through strategies such as shared services and specialist Commissioning.  Engagement of external consultants and specialists where required. Resilience and rationalisation of existing structures.  Recruitment and retention strategy to be reviewed by MT. Pay award for 2021/22 1%. National Award yet to be determined  Structural reviews approved by Members in 2017/18 and 2018/19.  Personnel staff recruited with specialist experience in recruitment. This was demonstrated with a revised methodology for the recruitment of the DPEHH and Head of IT.  Transitional arrangements to encourage development opportunities where appropriate.	HR Strategy Savings and Transformation Strategy	Director of Central Services and Deputy Chief Executive/ Chief Executive	Oct-21
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.	01/04/2017	3	4	12	Lone working policy and service based practices to be continuously monitored.  Health and Safety considered by management at weekly SMT meetings.  Staff involvement with JECC (supported by Members).  Ongoing review undertaken to react to potential key risk areas.  Organisational learning and response to national events.  Incident and near miss reporting.  Coronavirus information being given to staff regularly based on public health advice and guidance and, where appropriate, Risk Assessments to be shared with staff and Union.	2	3	6	Embedding and dissemination of good practice through staff briefings.  Corporate Health and Safety Group (chaired by DPHEH) identifying cross organisational issues with feedback to Management Team and Health and Safety Officer.  All services have reviewed all their Health & Safety local Procedures in particular Lone working and service specific risk assessments.  Staff survey on H&W completed spring 2021, results being reviewed and consideration given to a further repeat survey later in 2021  Corporate Health & Safety Policies and procedures are up to date and reviewed regularly which all staff can access.  Continuing focus on risk assessment process including reviews as a result of Coronavirus pandemic. Further staff wellbeing survey to focus on working at home and wellbeing.	Staff wellbeing and customer care underpin the Council's fundamental service and corporate objectives	Director of Planning, Housing and Environmental Health	Oct-21

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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	3	4	12	<p>The Council has a nominated Senior Information Risk Officer and Data Protection Officer.</p> <p>Assessment of Legal implications included within all reports to Members.</p> <p>GDPR requirements are addressed by two officer groups, Information Governance Group and Procurement OSG, which includes Legal representation.</p> <p>CPD and Professional Monitoring offered to all staff</p> <p>The Council has undertaken both Corporate Governance and GPDR reviews / audits.</p> <p>Legal Services give sign off of key corporate projects</p>	2	4	8	<p>The Council continues to disseminate new legislative requirements to both Officers and Members.</p> <p>Officers ensure that professional update training is undertaken.</p> <p>Members received GDPR training in July 2018, with all officers completing e-learning on GDPR by May 2018.</p> <p>Revised constitution approved by Members in July 2019.</p> <p>Additional GDPR and Cyber Awareness Training undertaken by all staff and members, completion date of October 2019.</p> <p>Protocol for virtual meetings agreed in May 2020 to allow for all Members to continue during the pandemic. Scrutiny Review of protocol commenced by Overview &amp; Scrutiny Committee on 3 Dec 2020, leading to revised protocol being agreed in April 2021. UPDATE - protocol now expired as regulations permitting virtual meetings expired.</p> <p>Delivery of audio/ visual technology in Chamber to enable transparent decision making and streaming - UPDATE - delivered in May 2021</p> <p>Information Governance OSG considered risks for transfer of personal data between EU and UK post 31 December 2020</p>	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	Oct-21
9	f	F, R	Loss of data and legislative breach, leading to financial penalties and reputational impact.	01/04/2017	3	4	12	<p>The Council has;</p> <p>Information Security Policy deployed via Policy Management System.</p> <p>Implemented network security measures including access controls.</p> <p>Considered cyber insurance.</p> <p>Established an Information Governance Group.</p> <p>Appointed a Member Cyber Champion.</p> <p>Rolled out Cyber awareness training to all staff and Members via eLearning.</p> <p>Deployed 'Next generation' PaloAlto firewall technology for improved visibility and control.</p> <p>Deployed software solution to identify potential confidential data held on file servers.</p> <p>Deployed DLP software at email egress point.</p> <p>Implemented secure email in accordance with NCSC guidelines.</p> <p>Maintained dual level firewall security with the KPSN gateway being primary and the Council's own firewalls secondary.</p> <p>Implemented Solarwinds Security Event Manager.</p> <p>1 member of IT team obtained Certified Information Systems Security Professional (CISSP) qualification October 2020.</p> <p>Implemented cloud backup and DR facilities to improve resilience; and embedded cyber security into DR and BCP processes.</p> <p>Continued to monitor Cybersecurity alerts via LGA Cyber Security email; through membership of NLAWARP and CISP; and attending information sharing events such as Kent Connects Information Security Group.</p>	3	3	9	<p>The Council has;</p> <p>Prioritised the resources (both financial and staff) to ensure relevant updates and security mitigations are carried out in a timely manner.</p> <p>Scheduled annual IT Health Check (ITHC), quarterly PCI scans, and monthly vulnerability scans, feeding into remediation plans. <b>Investigating and resolving detected security issues from latest ITHC 2-5/8/21.</b></p> <p>Planned review of firewall ruleset for Azure Q2/Q3 following Palo Alto firewall migration to Cloud in March 2021</p> <p><b>Implemented Forcepoint cloud based web filtering with roll-out to staff 75% complete by September 2021. Developed and tested Forcepoint email filtering migration to Cloud, live deployment scheduled for September 2021</b></p> <p>Carrying out a Phishing testing process, and will be rolling out a training programme for all staff and Members dependent upon vulnerabilities detected. Q2/Q3.</p> <p><b>Further email to be sent out to all staff and members on cyber security vigilance. Q3</b></p>	IT Strategy	Director of Finance and Transformation	Dec-21

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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.	4/1/2017	3	4	12	<p>IT Strategy and action plans have been reviewed and updated.</p> <p>Invest to save opportunities and funding identified and projects have been initiated.</p> <p>Digital Strategy - developed and approved by Members in July 2019.</p> <p>Replacement of legacy business systems and greater use of digital alternatives (cloud based) projects have been initiated.</p> <p>Disaster Recovery solution (cloud based) has been implemented.</p> <p>All staff are able to work remotely via laptops and secure 'always-on' VPN.</p> <p>Ipads and required software rolled out to Councillors, MT Members, Senior Management and in-field Staff.</p> <p>Data quality policy has been introduced to ensure improvement and efficiency can be achieved.</p> <p>Introduced Microsoft Teams for virtual meetings for members and staff.</p> <p>Implemented hybrid media conferencing solutions for on-site and remote workers.</p>	3	4	12	<p>IT Strategy has been reviewed, updated and extended to 2023 (previously 2018-2022) with linkage to MTFS and Savings and Transformation and Digital Strategy.</p> <p>New CMS solution has been procured and website launched in June 2021 to improve digital engagement for residents and businesses.</p> <p>Active engagement of Officer and Member Groups in the implementation of digital agenda and changes to the Website format and content.</p> <p>Migration of production environment underway from on-premises to Cloud to improve and sustain business continuity and service availability. Due to be completed 2021/2022. 90% complete by September 2021</p> <p>Mobile working solution for in-field workers currently being developed and undergoing field testing.</p> <p>Corporate/enterprise document management system has been procured and implementation is underway. Expected to be completed in 2021/2022.</p> <p>Multi-factor authentication solution being enabled for remote access to improve security and business continuity. Live deployment 6th September 2021.</p> <p>Multi-media Contact Centre management solution being replaced with state of the art technology and features to improve customer experience in line with current industry standards. Implemented July 21. Project closure anticipated mid-September.</p> <p>Migration of Telephony to the Cloud, to improve business continuity and functionality is underway. Implemented in July 21. Project closure anticipated mid- September.</p> <p>Introduction of mobile app facilities to enable proactive and responsive engagement with residents and businesses is being considered to be launched in parallel with the new website.</p> <p>Deployment of Office 365 to improve flexibility, availability and collaboration, is currently underway with 85% of staff already migrated.</p> <p>Investigating hybrid media conferencing solutions for on-site and remote workers. June / July 2021</p>	IT Strategy	Director of Finance and Transformation	Dec-21

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11	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.	updated January	3	4	12	<p>The Council has in place;</p> <ul style="list-style-type: none"> <li>Business Continuity Plan.</li> <li>Corporate Business Continuity Risk Register</li> <li>Emergency Plans</li> <li>Disaster Recovery Plans</li> <li>Inter-Authority Agreements</li> <li>Mutual Aid Agreement</li> <li>Partnership agreement with Kent Resilience Team.</li> <li>Emergency Planning Support Officer.</li> <li>Duty Emergency Coordinator System and Duty Officer System introduced to provide greater resilience.</li> <li>Covid Secure rest centre plan has been developed</li> </ul>	3	contain	#VALUE!	<p>Emergency planning documentation undergoing constant review and key aspects exercised on an annual basis.</p> <p>Training organised by Kent Resilience Team . 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.</p> <p>Duty Officer rota in place to support Duty Emergency Coordinators out of hours. All staff fully trained before commencing duties. Out of Hours Manual reviewed and regularly updated. DSSLTS sits on Kent Resilience Forum Strategic Board.</p> <p>Actions taken in response to the Covid 19 pandemic will be reviewed and lessons learnt for the future. Any approved changes will be reflected in the Corporate Business Continuity Plan. Business Continuity Group including all members of Management Team meets twice weekly to oversee and coordinate response to pandemic.</p> <p>Annual Emergency planning review to be reported to Management Team.</p> <p>Pandemic response dealt with as emergency through Kent Resilience Forum. Reports regularly presented to Cabinet. More detailed reports covering Review Reorientation and Recovery presented to relevant Advisory Boards. Training courses are being delivered in a Covid safe manner for roles within the Emergency Plan. Recruitment into roles in the Emergency Plan is on-going. Emergency Planning Officer's hours increased to full time during pandemic. Virtual Emergency Management systems are being developed to allow a virtualised Emergency Control Room and data handling.</p>	Business continuity underpins the delivery of the Council's essential services	Director of Street Scene, Leisure & Technical Services	Dec-21
12	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	3	3	9	<p>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.</p> <p>Update DEC 18 - County wide devolution discussions have been formally ceased. Horizon scanning and continued participation in Kent Leaders and CE meetings is ongoing.</p>	3	3	9	<p>White Paper on Devolution is to be published in the Autumn. Analysis of this will be a priority action.</p>	External risk/national issue	Chief Executive	As required



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14	Welfare reform inc. Housing need	F, R, S	<p>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.</p> <p>Coronavirus pandemic has significant economic implications for the Council, businesses and residents.</p>	01/04/2017	4	3	12	<p>Cross sector working (e.g. welfare reform group) to identify issues and solution.</p> <p>Providing advice to residents on welfare and housing issues, or signposting to relevant providers.</p> <p>Working with partners to identify land and funding opportunities. Working with Registered Provider Partners to ensure needs of residents are being met.</p> <p>Working with owners to bring long term empty properties back into use.</p> <p>New initiatives for Temporary Accommodation, including purchase of flats and properties to be converted.</p> <p>Concessionary charges for key services. EQIA assessment of key decisions included in all Board reports.</p> <p>HRA implications assessed and GPC agreed new posts to deliver service which have been recruited to. Universal Credit rolled out Nov 18 for Tonbridge &amp; Maidstone Job Centres. Signposting now to UC rather than HB for new working age claimants. CTR Scheme approved for 21/22 . Hardship policy updated to allow for the "up to £50" contribution by KCC for working age CTR claimants in 21/22</p> <p>Council tax and business rates instalments were deferred if requested by residents impacted by furlough schemes etc. Chancellor's hardship funds (up to £150 for working age people with council tax support) credited to council tax accounts as appropriate during 20/21. Community hub set up to help those who are shielded or otherwise vulnerable. Signposting for help by telephone or website. CEV funding passed down by KCC in 20/21</p> <p>Local Emergency grant scheme and Winter grant scheme with funding passported from KCC</p> <p>New housing panel in place to work alongside RPs in considering best use of available properties. TMBC joined British Red Cross as a partner for severe hardship cases</p>	3	3	9	<p>Improved working with TA providers leading to more guarantees of available accommodation and working towards a procurement exercise to improve value for money.</p> <p>Improved working with main housing provider to identify trends/specific cases across borough to jointly agree approach to preventing homelessness using housing provider mechanisms, DHP payments and homeless prevention funding where needed.</p> <p><b>New temporary accommodation purchased but refit needed to make fit for purpose. Construction costs have increased - report to FIPAB September 2021 with options</b></p> <p>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&amp;M. work with Kent councils collaboratively to ensure grants and support targeted to those most in need</p> <p>Approach to additional purchase of TA to be agreed so timely response can be made to opportunities that arise.</p> <p>Extension of self-isolation payments to Sept 21</p>	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	Oct-21
15	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	3	3	9	<p>Significant focus on temporary accommodation and in borough provision as well as framework agreement with private providers.</p> <p>Close liaison with Leader, Deputy Leader and Cabinet in developing the Savings &amp; Transformation Strategy.</p> <p>Clear and comprehensive reports to support Members in making appropriate decisions to support the S&amp;TS.</p>	3	3	9	Member briefings and training sessions.	Underpins delivery of overall strategy and Savings and Transformation.	Chief Executive	As required

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16	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	3	4	12	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 Council's to help develop local Flood Plans. Team of Volunteer Flood Wardens in place.	3	4	12	Work with partner organisations via Kent Resilience Forum continuing.  Council represented on key County Partnership Groups overseeing EU Transition implications including Strategic Coordinating Group.  Council Officers dial into Severe Weather Advisory Group meetings. Regular attendance at KRF training sessions. Ongoing support for Tonbridge Flood Group. Funding allocated in Council's Capital Plan to support works to Leigh Flood storage area. £20,000 from Business Rates Retention Pilot Reserve approved for Natural Flood Management Schemes in the Borough (Leybourne Lakes and Ightham Mote)	Emergency Plan Contingencies Act 2004 Civil Kent Emergency Response Framework West Kent Partnership and Medway Catchment Partnership	Director of Street Scene, Leisure & Technical Services	Dec-21
17	Waste/ Recycling Contract	F, R, S	Failure to provide new service and deliver described outcomes in accordance with contract timescales and health and safety obligations. Significant reputational risk. Risk of challenge from tenderers. Failure to achieve financial targets for garden waste scheme.  Coronavirus pandemic has significant economic implications for businesses and residents. Future sustainability of contract.	01/07/2018	4	4	16	Partnership arrangement with TWBC, with allocation of key tasks. Internal Project Group reporting regularly to MT and Members.  External advice sought from specialists on key decisions. Detailed project plan, risk register and marketing plan in place. Inter authority agreement with KCC encourages improved recycling performance and shares risks and rewards.  IT, Communications and Operations identified as crucial work streams and individual working groups established to manage and implement these work areas.  Waste services continue to be affected by the pandemic and most recently the national shortage of HGV driver. Agreed with contractor to cease collection of garden waste for a period of time to allow focus on recycling and general waste. Residents are having subscriptions extended to compensate. No new subscriptions now available. Saturday freighter service also suspended. Street cleansing was not suspended but has been impacted as other services have taken priority.  Full roll out of service to flats postponed with pilot to take place in Tonbridge which started on 4 September following Member approval.  Joint Task and Finish Group established with Tunbridge Wells BC following fatality on the TW's side of the contract. Group set to review both Urbaser's response to the incident and TW's and TMBC's implementation and monitoring of H&S protocols and procedures. Notes of the meeting to be fed in to MT.HSE investigation has concluded that no action will be taken by the HSE or Police.  Regular meetings taking place with senior management at Urbaser to consider the future sustainability of the contract and financial implications resulting from the pandemic and Joint Member Group established with TW's to	3	3	9	New contractor (Urbaser) appointed with commencement in March 2019. New service delivery arrangements, including opt in garden waste collections commenced 30th September 2019. Operational and Marketing plan approved by members in Feb 2019. Contractor Annual Service plan to be monitored by Partnership Manager. Garden Waste charges set to encourage uptake  Government consultation on new Waste & Resources Strategy including greater consistency of collection arrangements across local authorities. Response sent on new Government Strategy in liaison with Kent Resource Partnership.  Contract performance, following new service delivery arrangements, has been unsatisfactory in terms of missed collections and uncompleted rounds. Focus is now on ensuring the contractor delivers the contract in accordance with the specification across the whole borough.  Uptake of garden waste subscription has been positive and exceeded 30% initial target.  Reports on progress submitted to meeting of SS&EAB and Member Liaison Group in place. Contract performance improved.  Garden waste collection and new subscriptions recommenced. Consideration of date for roll out of new service to flats and subsequent reduction in bring bank sites to be reviewed.	Delivery of cost effective service to meet customer needs.	Director of Street Scene, Leisure & Technical Services	Sep-21