

Direction of Travel key



Downward or positive movement



No change in movement



Upward or negative movement

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	Direction of Travel	Review Date
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>This includes</p> <ul style="list-style-type: none"> <li>Failure to maximise New Homes Bonus (for as long as it exists).</li> <li>Assessment of the current economic implications of higher inflation and interest rates</li> <li>Failure to deliver identified savings / Additional income</li> </ul>	01/04/2017	4	4	16	<p>The Council provides an annual statement (as a minimum) on the following areas;</p> <ul style="list-style-type: none"> <li>Treasury Management and Investment Strategy.</li> <li>Robustness of estimates and adequacy of reserves.</li> <li>Medium Term Financial Strategy (MTFS)</li> <li>Savings and Transformation Strategy (STS)</li> <li>Statement of Accounts containing Audit and Value for Money Opinion</li> </ul> <p>The Council also considers it has the following</p> <ul style="list-style-type: none"> <li>Effective Budgetary control and reporting procedures covering areas such as Leisure Trust Utility costs</li> <li>Effective monitoring covering Business Rates and Council Tax income including reporting to the Kent Pool.</li> <li>Regular reviews undertaken on the forecast of the Local Government Settlement.</li> </ul> <p>Interest rates for investments are at a recent high, these are providing some additional funds for reserves but cannot provide a long term solution.</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>Review of key strategic assets to be completed, including office accommodation.</p> <p>Regular reports to Cabinet identifying potential sources of saving/income generation.</p> <p>MT considering the employment of a transformation resource to assist with identification and delivery of efficiencies</p> <p>Access to external consultancy opinion is key to ensure that correct decisions are being projected.</p> <p>Assess the potential financial impact of the Government's Extended Producer Responsibility (ERP) scheme in relation to Waste and Recycling which is currently still being drawn up. At the present time without further information it is unclear how this will impact in the Council's finances (positively or otherwise)</p> <p>Await and assess the outcome of the Government's consultation and review of New Homes Bonus. This was anticipated Spring 2023</p> <p>Three key financial risks were highlighted to Members: namely Waste, Homelessness and Local Plan. All three have significant financial implications for the Council in different ways. Consultants were engaged in respect of Homelessness to find ways of reducing cost and finding more efficient ways of delivering the mandatory function. Discussions with Waste contractor continue with regards to performance and garden waste. Resubmission of local plan has been reported to Members and decisions made about way forward. The additional costs were factored into budget reports from 22/23.</p> <p>Use of reserves likely over Medium Term in order to support revenue budget but it is imperative that savings/additional income are identified and delivered. <b>Progress report to be brought to Cabinet in November</b></p>		Director of Finance and Transformation	↔	Nov-23



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3	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.  Coronavirus pandemic has significant economic implications for businesses and residents.  Current high rates of inflation coupled with higher interest rates than have been seen for a number of years likely to have wider impact on community and businesses	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.  Collection performance for council tax and business rates  All staff equipped to be able to work from home and deliver public services and arrangements set out in adopted working policy  Delivery of Household Support funds in liaison with KCC  Delivery of government schemes (e.g. related to energy) to mitigate impacts on households	3	4	12	Council continuing to work with Kent Resilience forum and County Partnership groups as needed  Keep Business Impact assessments under review.  Business continuity planning updated to ensure smooth running of services to public.  All energy schemes delivered on behalf of government  Household Support Fund tranche 4 approved by Cabinet July 2023 and funds have already been transferred to partner organisations targeting food and fuel support, mental health support. Further roll out of funds to take place in response to emerging issues  Continued focus on homelessness prevention work	N/A - external risk.	Chief Executive / Director of Finance and Transformation/ Management Team	↔	Nov-23
5	Performance Management	F,R,S	Without an effective performance management framework in place, the authority will not be able to understand any required improvements or achieve value for money.	30/08/2023 (separated from Corporate Plan)	3	5	15	As mentioned above, with the adoption of the new Corporate Strategy, the authority has also set in place new aligned KPIs to monitor progress, and provide detail on direction of travel, and targets. Further work is required on benchmarking and also on instilling the KPIs within the culture of the organisation.  At present the KPIs are discussed with Management Team and Informal Cabinet before being shared with the Scrutiny Select Committees on a quarterly basis.	2	4	8	Further work is required on benchmarking and also instilling the KPIs and broader performance management within the culture of the organisation.  Following the Auditors Annual report for 2022/23, a review of the process of discussing and sharing KPI data is to be undertaken.	One of the priorities in the new Corporate Strategy is "Efficient services for all our residents, maintaining an effective council"	Chief Executive/ Management Team	N/A	Nov-23
6	Savings and Transformation Strategy	F, R, S	Failure to meet objectives and/or make savings. Impact on quality of service, budget overspends, salami slicing, etc. staff motivation impacted and increased risk of fraud or error.  Coronavirus pandemic and the subsequent economic crisis 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  MTFS and STS updated and approved by Council in Feb 2023. Funding gap estimated to be £1.7m, with tranche 1 of this (£0.5m) to be delivered by April 2024.	3	3	9	Areas of potential savings to be formally identified and prioritised, with commitment to delivery of those selected. Progress report to be brought to Cabinet Oct/November  Commissioning of in service reviews via MT to identify potential areas of transformation and savings. MT considering employment of transformation resource to assist in identification and delivery of efficiencies  Delivery of the savings targets is paramount for the financial stability of the Council. Work is now well underway by Cabinet/MT to identify tranche 1 savings/additional income of £0.5m. Reports to be brought forward in the coming weeks and months.	The current Corporate Strategy - 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	↔	Nov-23



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7	Local Plan	F, R	Lack of sound legal footing for Plan through inadequacies in evidence base, legal advice or process, including duty to cooperate. Leading to widespread public concern, or risk of failure at Examination. External factors or widespread planning reforms leading to delays to timetable, reputational risks around plan-making and impacts on development management processes through protracted period with no up-to-date plan. Absence of corporate or external co-ordination leading to a lack of infrastructure to support future development.	01/04/2017	4	4	16	Members are updated via informal email updates and reports to the Housing & Planning Scrutiny Select Committee  Reg 18 concluded in late 2022  Revised LDS adopted summer 2023  The Council has decided to continue progressing the Local Plan under the current legislative and National Planning Policy Framework. It will be critical that the new plan is prepared in compliance with the regulatory framework and relies on a robust evidence base that meets the requirements of the NPPF so that the plan can be found to be sound at the examination stage. Timing is of the essence as the Local Plan will need to be submitted to the PI by 30th June 2025. The Council has recently engaged Towers and Hamlins Law Firm to advise and support the Planning Policy Team in order to progress matters up until the Adoption stage of the Local Plan.  Proposed informal engagement with members on emerging spatial strategy in Autumn 2023	3	3	9	Regular review of Government policy announcements that may impact on delivery, including housing standard methodology and WMS relating to Planning  Ongoing engagement with Counsel  Ongoing engagement with Members  Regular analysis of budget position  Regular analysis of programme - within Policy team on a weekly basis, reporting to Head of Planning/DPHEH bi-weekly.	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-23
8	Organisational development inc. staff recruitment and retention/skills mix. Impact of loss of capacity caused by recruitment difficulties upon delivery of corporate objectives. Increase in rate of inflation and consequent pressure on level of pay award.	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	4	4	16	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.  New market supplement and 'golden hello' recruitment and retention salary package offer being proposed to General Purposes Committee on 3 July 2023. Focused on the recruitment and retention of RTP1 qualified planning staff. Wider market supplement policy to be considered by General Purposes committee in October 2023.	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 reviewed by MT. R&R report to be submitted to GP Committee and Council in October 2023 re hard to recruit to posts  Pay award for 2023/24 5% for all staff, from April 2023. Backdated 5% to Jan 23 for scales 1-6  Structural reviews approved by Members on an ongoing basis.  HR staff recruited with specialist experience in recruitment. This was demonstrated with a revised methodology for the recruitment of the DPEHH and Head of IT.  Workforce Strategy approved by General Purposes Committee in June 2022	HR Strategy Savings and Transformation Strategy	Director of Central Services and Deputy Chief Executive/ Chief Executive	↔	Oct-23
17	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	4	4	16	Significant focus on temporary accommodation and in borough provision as well as framework agreement with private providers.  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	Member briefings and training sessions.  Training for Officers has been arranged for September 2023 by the LGA - 'working in a no overall control council'	Underpins delivery of overall strategy and Savings and Transformation.	Chief Executive	↔	As required
19	Homes for Ukraine Scheme	F, R, S	Districts are required to undertake home assessments for potential host households to support Ukrainian refugees fleeing the conflict. Increased workload expected as likelihood of breakdown in housing arrangements as we have exceeded the 6 month mark. Requests for rematches are increasing and there is a risk of homelessness and duty to place in T.A. therefore work needs to be undertaken to facilitate rematches and/or support into private rented sector. This is an escalating risk given the longevity of the hosting arrangements. As of 1 April 2023, TMBC have taken on wider support role for Ukrainians in the borough under HFU scheme.	01/09/2022	4	4	16	Some reserve host families have been identified but larger families pose a bigger risk. Re-matches are unsustainable in the longer term. Work underway to support more families into PRS.	3	4	12	Additional support into Private Rented Sector required. Full time Resettlement Worker now in post and part time Housing Officer to start in September 2023.		Chief Executive	↔	As required

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21	Implementation of Agile system	F, S	Service impacts from level of staff time required to develop the Agile product for use as operating system.  Significant level of concern from staff about implementation process results in a lack of confidence in implementation, which will adversely impact service delivery and record keeping	01/11/2022	4	4	16	Programme of liaison meetings with Agile in place including Board and weekly catch ups  Employment of Business Change PM to manage project on behalf of TMBC and coordinate all issues  Weekly meetings with CM for Finance & Housing, who is the Cabinet Lead for Agile.  Internal meetings with staff, managed by Business Change Project Manager Issues log in use  Issues escalated to Agile management	2	2	4	Further escalation of issues to Agile CEO  At least 3 stand ups per week between Business Change PM and SRO (DPHEH) in September to oversee APAS go live by end of September  Request for PLACIS delivery plan to be populated by Agile by 8 Sept made by CE and Cabinet Member  Weekly review of project plan and considerations of service impacts required to meet go live programme - to be reported into MT on a regular basis	Digital Strategy	Director of Planning, Housing and Environmental Health		Oct-23
23	Carbon Neutral 2030 Aspiration	F, R, S	Significant reputational risk, particularly if other similar councils have achieved similar goals or targets. Significant financial cost to purchasing offsets to meet carbon neutral. High cost of increased frequency and intensity of extreme events (floods, heat waves) that increase costs and disrupt service delivery.	01/09/2023	5	3	15	Development of climate evidence (e.g. for the Local Plan), partnerships (residents, community and other Councils) and pathway analysis to support move towards transformative and larger scale emissions reductions	3	2	6	Ongoing commitment by Members, senior management and services to new actions beyond 'business as usual'. Improved understanding of financial returns from climate mitigation measures that can be reinvested. Innovative thinking and delivery of services and mitigation options. Successful outcomes in bids for significant additional grant funding.	Climate Change Strategy, Corporate Strategy 2023 - 2025	Chief Executive	N/A	January 2024 (ahead of next climate change action plan)