

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 (1-6) | Impact score (1-4) | Overall risk score | Current Mitigation   | Desired Likelihood Score (1-6) | Desired Impact score (1-4) | 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 |
|----|-----------------------------------|-----------|--|-----------------|------------------------|--------------------|--------------------|--|--------------------------------|----------------------------|--------------------|---|--|--|---------------------|-------------|
| 1  | Safeguarding and PREVENT          | S, R      | 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 are in place with adequate staff resource to ensure safeguarding procedures are consistently being followed.   | 01/04/2017      | 3                      | 4                  | 12                 | <p>The overall responsibility for safeguarding lies with the Chief Executive, rather than individual services.</p> <p>The Council has undertaken the following actions to mitigate risk</p> <ul style="list-style-type: none"><li>Carried out audit review of procedures to identify and address weaknesses</li><li>Provided training to all licenced Dual, Hackney Carriage and Private Hire Drivers</li><li>Provides a secure database for the recording and sharing of safeguarding concerns.</li><li>Officer Study Group with safeguarding champions across services who are able to provide advise and support regarding safeguarding issues</li><li>Dedicated safeguarding officer employed for 2.5 days per week.</li></ul> <p>Training provided to staff</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> <p>Complete outstanding actions from the Safeguarding Audits/ Self Assessments.</p> <p>Dedicated Safeguarding Officer now in post.</p>  | Safeguarding Policy  | Chief Executive                        |                     | Jun-25      |
| 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 and/or s114 notice.</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></ul> <p>Assessment of the current economic implications of higher inflation and interest rates</p> <p>Failure to deliver identified savings / Additional income</p> | 01/04/2017      | 3                      | 4                  | 12                 | <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 (s25 statement)</li><li>Medium Term Financial Strategy (MTFS)</li><li>Savings and Transformation Strategy (STS)</li></ul> <p>Statement of Accounts containing Audit and Value for Money Opinion. 2023/24 accounts closed in accordance with statutory requirements, and a positive position from External Audit noted.</p> <p>Growth in business rate income above baseline is assisting overall financial position in year 24/25 . This is expected to continue in 2025/26.</p> <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></ul> <p>Regular reviews undertaken on the forecast of the Local Government Settlement. Responses have been made to consultations so far and will continue as new consultations are issued</p> <p>2023/24 outturn was positive, mainly due to continued high interest rates. This has enabled some additional funds for reserves serving important priorities, but cannot provide a long term solution.</p> <p>Minimum level of General Revenue Reserve maintained at £3m. In addition, a Budget Stabilisation Reserve is held.</p> <p>Update of MTFS presented to Members in February 2025 Budget meeting. Current financial position within MTFS shows balanced budget for final year. This is after allowing for assumptions made on long term resourcing issues covering Funding Reform, Business Rates reset and allows for increased contract costs on major council contracts.</p> <p>Budget monitoring to date shows overall budget on track, although individual areas need careful review and attention</p> | 3                              | 3                          | 9                  | <p>Continued budget monitoring during year and actions put in place to address overspending areas, e.g. homelessness. In addition, through budget 2025/26, consider increased budget pressures and how they will be met.</p> <p>It has always been anticipated that once local government Funding Reform has been undertaken, the position will dramatically switch and expenditure will outstrip external funding. Therefore savings needs to be made in order to ensure that by the end of MTFS we have a balanced budget again. Under new government, national priorities and actions need to be carefully tracked.</p> <p>Ensure that Business Rate income is maximised for benefit of TMBC prior to any Reset by any incoming Government (expected 26/27)</p> <p>Update of MTFS presented to Members in February 2025 as part of budget setting showed expected funding gap to be £2.8m. This can be broken down into tranches over next 4 to 5 years with first tranche of £600k to be achieved by 1 April 2026. As part of Annual Service Delivery plan, reporting back to Cabinet in Summer 2025 with options for delivering some of the £600k</p> <p>Continue to respond to any consultations in respect of LG finances.</p> <p>Waste, Homelessness and Local continue to be service areas of financial pressure and are being managed carefully.</p> <p>MT and Cabinet continuing to work to consider the best way of delivering transformation which could also to assist with identification and delivery of efficiencies</p> <p>Carefully review any knock on implications from upper tier spending and funding decisions and where appropriate consider action to address this. Council will need to plan for potential for borrowing in relation to replacement of Angel Leisure Centre. Reports due to come to Members in first part of 2025/26.</p> <p>Continue to actively monitor in year budgets to enable swift action as needed</p> | Priority in the Corporate Strategy of "Efficient services for all our residents, maintaining an effective council" | Director of Finance and Transformation |                     | May-25      |

Date of Review  
Previous Date of review

31/03/2025  
11/12/2024

Direction of Travel key



Downward or positive movement



No change in movement



Upward or negative movement

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| 3  | Performance Management                             | F,R,S     | Without an effective performance management framework in place, the authority will not be able to monitor delivery, understand any required improvements or achieve value for money for our residents.  | 30/08/2023 (separated from Corporate Plan) | 3                      | 3                  | 9                  | Having now been established for over 2 years, a review of performance management was undertaken and reported to O&S and Cabinet in November 2024. Improvements have been made in terms of reporting, as well as strengthening the link between the Corporate Strategy 2023-27 and delivery through the Annual Service Delivery Plan 2025/26 which comprises approximately 70 priority actions and 60 KPIs and was adopted by Cabinet in February 2025.  | 1                              | 3                          | 3                  | The streamlined reporting process is being implemented during Q3, with quarterly reports going to Management Team, O&S and Cabinet and this process will then be used from 2025/26 when the Annual Service Delivery Plan replaces the current list of KPIs. An annual Member Report will also go to the relevant Scrutiny Select Committee which highlights achievements over the previous 12 months and future plans.   | One of the priorities in the new Corporate Strategy is "Efficient services for all our residents, maintaining an effective council"  | CE/MT   |                     | Jun-25      |
| 4  | Achievement of 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.   | 01/04/2017                                 | 4                      | 4                  | 16                 | <div>STs reviewed and updated in line with review of MTFS. Regular reports to update MT and Members. The 25/26 Budget is balanced with small contribution to General Revenue Reserve and significant contributions to Earmarked Reserves for Corporate priorities. s25 statement reported to Members in Feb 25</div> <div>MTFS updated and reported to Cabinet in February 2025 alongside budget. STS also updated at this point</div> <div>Taking all opportunities to maximise income receipts where appropriate</div>  | 3                              | 3                          | 9                  | <div>Exercise to commence in Spring on identification and assessment of savings opportunities for initial review by Cabinet in Summer 2025</div>   | Priority in the Corporate Strategy of "Efficient services for all our residents, maintaining an effective council"   | Chief Executive / Director of Finance and Transformation/ Management Team |                     | May-25      |
| 5  | Failure to agree Local Plan                        | F, R      | <div>Reputational risks around not being able to agree a Local Plan. Impacts around not meeting the timeframe for submission of the Local Plan. Impacts on development management processes through protracted period with no up-to-date plan, likely speculative development. Infrastructure not delivered. Potential for central Government intervention.</div> | 04/01/2017                                 | 4                      | 4                  | 16                 | <div>Members are updated via email updates and reports to the Housing &amp; Planning Scrutiny Select Committee</div> <div>Local Plan risk register in place to manage full range of individual risks</div> <div>Ensure that all other policy tools, including 5 year housing land supply evidence, is up to date</div> <div>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.</div> | 3                              | 3                          | 9                  | <div>Regular review of Government policy announcements that may impact on delivery, including housing standard methodology and WMS relating to Planning. Regular review of project plan to ensure plan can be delivered within current Government timeframes.</div> <div>Ongoing engagement with Counsel</div> <div>Ongoing engagement with Members including implementation of new engagement strategy</div> <div>Regular analysis of budget position and programme. Maintain staff levels within Planning Policy team to ensure capacity to manage process</div> <div>Regular analysis of programme - within Policy team on a weekly basis, reporting to Head of Planning/DPHEH bi-weekly.</div> <div>Resource available corporately to manage contract and procurement delivery</div> | Improving housing options for local people, whilst protecting our outdoor areas - develop a Local Plan which will ensure the provision of new homes in appropriate locations, focusing on tackling the need to deliver a range of housing for the whole community. | Director of Planning, Housing and Environmental Health                    |                     | Apr-25      |

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| 6  | 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      | 3                      | 4                  | 12                 | <p>Review of staff resources and skills via service reviews.</p> <p>Organisational structure reviews are part of S&amp;TS to achieve efficiency, coordinated service delivery and reflect changing legislative and policy requirements and priorities.</p> <p>The Council implemented it's Market Supplement policy in October 2023.</p> <p>At present all 'qualified' Planning Officer roles receive a market supplement. Vacant Planning Officer roles are advertised with a 'Golden Hello' payment.</p> <p>Specific workstream on Building Control due to Building Safety Act requirements for all surveyors to be recertified - looking at different certification routes and HR processes for staff.</p>   | 3                              | 4                          | 12                 | <p>Succession planning and staff development to be prioritised and reflected in an updated appraisal process by 1 April 2025.</p> <p>Engagement of agency staff, external consultants and specialists where required. Reviewed by MT on a monthly basis to ensure Value for Money.</p> <p>Resilience and rationalisation of existing structures.</p> <p>Pay award for 2025/26 for all staff. GP Committee to consider proposals in January 2025.</p> <p>Structural reviews approved by Members on an ongoing basis.</p> <p>Workforce Strategy approved by General Purposes Committee in June 2022. Revised version to be considered by General Purposes Committee in final quarter 2024/2025.</p>  | HR Strategy Savings and Transformation Strategy   | Director of Central Services and Deputy Chief Executive/ Chief Executive | ↔                   | Jun-25      |
| 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                 | <p>Lone working policy and service based practices to be continuously monitored.</p> <p>Health and Safety considered by management at weekly SMT meetings.</p> <p>Staff involvement with Health &amp; Safety Group</p> <p>Ongoing review undertaken to react to potential key risk areas.</p> <p>Organisational learning and response to national events.</p> <p>Incident and near miss reporting.</p>  | 2                              | 3                          | 6                  | <p>Embedding and dissemination of good practice through staff briefings.</p> <p>Corporate Health and Safety Group (chaired by DPHEH) identifying cross organisational issues with feedback to Management Team and Health and Safety Officer.</p> <p>All services have reviewed all their Health &amp; Safety local Procedures in particular Lone working and service specific risk assessments.</p> <p>Staff survey on H&amp;W completed spring 2021, results reviewed and a future survey will be incorporated into general staff survey approach</p> <p>Corporate Health &amp; Safety Policies and procedures are up to date and reviewed regularly which all staff can access.</p> <p>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.</p>  | Staff wellbeing and customer care underpin the Council's fundamental service and corporate objectives | Director of Planning, Housing and Environmental Health                   | ↔                   | Ongoing     |
| 8  | Cyber Security  | F, R      | Loss of data and legislative breach, leading to financial penalties and reputational impact.  | 01/04/2017      |                        |                    |                    | <p>The Council has; 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' Palo Alto firewall technology for improved visibility and control.</p> <p>Deployed software solution to identify potential confidential data held on file servers.</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>The Council has; 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. Investigating and resolving detected security issues from previous ITHC. New ITHC completed August 2024, including the TMBC Microsoft 365 environment with remediation of security improvements underway. Next ITHC scheduled for August 2025</p> <p>Regular email messages are sent out to all staff and Members on cyber security vigilance.</p> <p>Continuing to investigate emerging threats and cyber alerts, communicating with 3rd party suppliers to check compliance/obtain security updates and implementing mitigations as required to reduce likelihood of compromise.</p> <p>Training for IT staff on security aspects of Cloud environment is underway.</p> <p>Investigating further improvements to DR capability with specific regard to recovery from cyber incidents.</p> <p>Ensuring new staff have been invited to undertake training cyber security training. Further training and audits will follow to ensure the Council is as aware and prepared as possible to respond to potential</p> | IT Strategy   | Director of Finance and Transformation                                   | ↔                   | Jun-25      |

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|    | Cyber Security. Continued |           |              |                 | 3                      | 4                  | 12                 | <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> <p>Cloud based web and email filtering has been deployed to improve availability and resilience.</p> <p>Completed firewall ruleset review following migration to Cloud to ensure our configuration is in line with best practice guidelines. Done Annually at ITHC</p> <p>Carried out phishing simulation exercises for awareness training for staff and members, to highlight areas of risk and to identify training needs. Subsequent online training sent out to all staff and members.</p> <p>Developed and deployed wallpaper/ lock screen to all TMBC laptops and PCs, with cyber security reminder to further reduce risk by increasing awareness.</p> <p>Head of IT appointed Senior Information Risk Owner (SIRO) from October 22. This role has responsibility for information and data risk and protection.</p> <p>Obtained Cyber Essentials accreditation in May 2025, demonstrating that our technical controls are designed to defend against the most common cyber threats.</p> <p>NCSC approved cyber security training has been evaluated and made available via the Council's new LMS.</p> <p>Achieved 'Substantial' rating for Cyber Security at Internal Audit Report TM19-2023 &amp; TM07-2023 - Cyber Security and ICT Infrastructure (Combined Report).</p> <p>An in-depth phishing training package, to highlight specific risks and increase staff awareness, was deployed to all staff and followed up by phishing simulations to check effectiveness of training.</p> <p>PCI DSS accreditation achieved to demonstrate that standards have been met by the Council with compliance of the PCI DSS standards to help protect sensitive payment card information and help reduce the risk of data breaches and fraud.</p> <p>Obtained Cyber Essentials Plus accreditation in October 2024, demonstrating that our technical controls are designed to defend against the most common cyber threats which were independently checked and verified.</p> <p>Utilising Microsoft Defender for Cloud to further enhance security of the Council's Azure IaaS infrastructure.</p> <p>Operation member of the IT team to be trained in the Certified Information Systems Security Professional (CISSP) qualification to ensure there is a higher knowledge of security within the team - Staff member qualified in Jan 2025</p> <p>Maintain and using the new government framework Cloud Assessment Framework (CAF) to ensure critical systems are documented and robust. - CAF readiness and assessments completed in line with the first Government adoption programme</p> | 3                              | 3                          | 9                  | <p>cyber attacks.</p> <p>Procured NCSC approved cyber security training for staff and members, deployed during 2023, continued training throughout 2024 and re-procured for 2025</p> <p>As at June 2024, All staff, with exception of new starters have completed Cyber Training, <b>As of March 2025 29 Members have completed the training, a further 9 have started but have yet to complete leaving 5 members yet to start.</b></p> <p>Phishing simulations are carried out on an ad-hoc basis, without prior notification, to check effectiveness of training, and as regular assurance of staff and member awareness.</p> <p>Maintaining of industry standards, PCI DSS, Cyber Essential and Cyber Essential Plus annually to ensure that any changes in the IT environment still demonstrate that our technical controls are designed to defend against the most common cyber threats.</p> <p>Enrolment and management of devices in Intune is now live. It has replaced SCCM for deployment of all line of business apps to PCs and laptops, and Microsoft Defender for Endpoint is being used to leverage additional security features including network blocking when malware is detected and enforcement of encryption on laptops and removable media.</p> <p>Test restore to sandbox environment carried out to validate our ability to recover successfully from a cyber incident. Areas for improvement identified, documentation of process underway and training for all technical support staff planned for Q4 2024/25.</p> <p>Continued ongoing development training to ensure that knowledge is kept up to date.</p> <p>Investigating preventative analysis, monitoring and remediation of suspected malicious network activity and NCSC approved cyber incident response retainer services to allow on hand cyber experts to assist with any Cyber Incident that may occur.</p> <p>Investigating and working towards the new government framework Cloud Assessment Framework (CAF) to ensure critical systems are documented and robust.</p> <p>Run regular simulations for Cyber readiness to ensure all staff are prepared and understand their roles during incidents.</p> |  |                                   |                     |             |

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| 9  | Business Continuity and Emergency Planning (incl. Civil Contingencies) | 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 , fire or flood | updated January | 3                      | 4                  | 12                 | The Council has in place;<br><br>Business Continuity Plan.<br><br>Corporate Business Continuity Risk Register<br><br>Emergency Plans<br><br>Disaster Recovery Plans<br><br>Inter-Authority Agreements<br><br>Mutual Aid Agreement<br><br>Partnership agreement with Kent Resilience Team.<br><br>Emergency Planning Support Officer.<br><br>Duty Emergency Coordinator System and Duty Officer System introduced to provide greater resilience.<br><br>Covid Secure rest centre plan has been developed<br><br>Flood Risk Assessments along with Support from Parishes with Flood Wardens<br><br>EA support for expansion of Leigh Storage Area and works to Medway River Wall   | 3                              | 4                          | 12                 | Emergency planning documentation undergoing constant review and key aspects exercised .<br><br>Increase % of staff trained in roles identified in the Emergency Plan<br><br>Training organised by Kent Resilience Team .<br>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.<br><br>Duty Officer rota in place to support Duty Emergency Coordinators out of hours. All staff fully trained before commencing duties.<br><br>Out of Hours Manual reviewed and regularly updated.<br>DSSLTS sits on Kent Resilience Forum Strategic Board.<br><br>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.<br><br>Annual Emergency planning review to be reported to Management Team.<br><br>Exercising of plans must be undertaken regularly to ensure they are fit for purpose and to validate them.<br><br>Recruitment into roles in the Emergency Plan is on-going.<br><br>Enhanced staff training being developed to ensure rest centre staffing levels<br><br>Funding allocated in Council's Capital Plan to support works to Leigh Flood storage area which will be completed by 2025.<br><br>Undertake lessons learned from review of Grenfell Tower Inquiry Report<br><br>Possible partnership working with EA in improving flood resilience in Wouldham linked to the replacement of the river wall. | Business continuity underpins the delivery of the Council's essential services and is a core of the authorities risk management  | Director of Street Scene, Leisure & Technical Services                                       | ↔                   | Jun-25      |
| 10 | Sustained or increasing levels of Housing need.                        | F, R, S   | Increased demand on Housing and Revenues & Benefits services.<br><br>Significant cost of providing temporary accommodation<br><br>Inability to meet our legislative requirements - increased risk of decisions being challenged.   | 01/04/2017      | 4                      | 3                  | 12                 | TMBC run Welfare Reform Group with partner agencies invited. Knowledge sharing and issue identification.<br><br>Council has joined the ReferKent network<br><br>Working with owners to bring long term empty properties back into use. Ongoing work on Empty Homes is being supplemented by fixed term resource. Council in February 24 agreed empty homes premium and second homes premium.<br><br>EQIA assessment of key decisions included in all Board reports.<br><br>Signposting now to UC rather than HB for new working age claimants. Keeping track of welfare statistics<br><br>CTR Scheme approved for 24/25 .<br><br>Downsizing incentive policy agreed<br><br>Homelessness services externally reviewed and Member approved action plan being implemented | 3                              | 3                          | 9                  | Improved working with TA providers leading to more guarantees of available accommodation and developing a TA Procurement Strategy<br><br>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.<br><br>Development of council owned/leased temporary accommodation portfolio - including delivery of the Local Authority Housing Fund £1.6m funding received.<br><br>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.<br><br>Work with Kent councils collaboratively to ensure grants and support targeted to those most in need<br><br>Continued focus on homelessness prevention through staff training, team structure and delivery of homelessness action plan<br><br>Distribute latest Household Support Fund   | Improving housing options for local people, whilst protecting our outdoor areas of importance use every power we can to support those who are most in need of housing support and at risk of becoming homeless | Director of Planning, Housing and Environmental Health/ Director of Finance & Transformation | ↔                   | Jun-25      |

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| 11 | 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                      | 4                  | 12                 | Close liaison with Leader, Deputy Leader and Cabinet in developing the Savings & Transformation Strategy.<br><br>Clear and comprehensive reports to support Members in making appropriate decisions to support the S&TS.<br><br>Regular Group Leader meetings in place and stability of leadership following election. Regular pattern of informal MT/Cabinet meetings to provide stability and cohesiveness  | 3                              | 3                          | 9                  | Member briefings and training sessions.   | Underpins delivery of overall strategy and Savings and Transformation. | Chief Executive  |                     | Jun-25      |
| 12 | Managed exit from Agile (This replaces previous risk "implementation of Agile Software")<br>NEW | F, S      | Service impacts from level of staff time required to test upgrades, attend training and test data migration<br><br>Post implementation data issues if transfer is poorly managed  | 17/03/2025      | 4                      | 4                  | 16                 | Regular informal briefings to Cabinet<br>Risk and issue log maintained<br><br>Internal meetings with staff.<br><br>Post-implementation review being carried out by internal Audit - live lessons learned being  | 2                              | 1                          | 2                  | Revised internal governance<br><br>Commercial relationship management with IEG4   | Digital Strategy   | Director of Planning, Housing and Environmental Health |                     | Jun-25      |
| 13 | 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.<br>High cost of increased frequency and intensity of extreme events (floods, heat waves) that increase costs and disrupt service delivery. | 01/09/2023      | 4                      | 3                  | 12                 | 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. Produce advice on decarbonising new waste collection contract.<br><br>Increased contributions to Climate Change Reserve to Support match funding as well as capital projects.<br><br>Grant Award received for Energy Efficiency measures for Sports Facilities. Total grant award of £1.6m will support installation of LEDs, solar PV and a heat pump at Larkfield Leisure Centre, reducing vulnerability to energy price variations and tackling a significant source of carbon emissions.<br><br>Grant Award received for Energy Efficiency measures for Sports Facilities confirmed got Poulton Wood Golf Course to be installed in 2025/26.   | 3                              | 2                          | 6                  | New strategic planning, oversight and commitment by Members, senior management and services to ambitious 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.<br>Gap analysis report endorsed at Overview and Scrutiny Committee January 24<br><br>Funding is dependant on successful applications and awards being achieved, otherwise Council Resources will be needed.<br><br>Successful delivery of decarbonisation projects using grant funding. Ensure all delivery, project and monitoring milestones set by funders are met. | Climate Change Strategy 2020 - 2030, Corporate Strategy 2023 - 2025    | Chief Executive  |                     | Jun-25      |
| 14 | Contract/Contractor Procurement   | F, R      | Failure to appoint suitably experienced and qualified contractors leading to poor quality of service, reputational damage and increased costs to the Council.   | 01/02/2024      | 2                      | 3                  | 6                  | Compliance with Council's adopted Procurement Rules and Strategy.<br><br>Consultation undertaken with Property and Legal Services to ensure appropriate Lease/License/Contract arrangements are in place.<br><br>Procedure adopted and monitored for the engagement of contractors setting out and seeking minimal requirements including Risk Assessment and Public Liability.<br><br>Establishment of cross-departmental working groups for key contracts and projects.<br><br>Contracts awarded on an evaluation of 'most economically advantageous' and 'best value' and not solely on financial benefit.<br><br>Directorate representatives on the Council's Procurement OSG.<br>Use of Mid-Kent Procurement Partnership<br><br>Use of specialist advisors on major contracts.<br><br>Contracts to include break clause and/or extension periods based on performance.<br><br>Use of contract frameworks where appropriate.<br><br>Risk assessment approach to appointment of contractors. | 1                              | 3                          | 3                  | Corporate Procurement Strategy adopted<br><br>Procurement documentation being reviewed.<br><br>Cabinet 2 April for procurement resources through Mid Kent Partnership agreed<br>Corporate Training progressing for staff and Members<br><br>Annual report to audit committee on procurement performance<br>Compliance with new Procurement Act regulations<br><br>Review level of legal resources for supporting contract procurement   | Procurement Strategy. Compliance with legislation. Health and Safety.  | Director of Street Scene, Leisure & Technical Services |                     | Jun-25      |

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 (1-6) | Impact score (1-4) | Overall risk score | Current Mitigation   | Desired Likelihood Score (1-6) | Desired Impact score (1-4) | 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 |
|----|--|-----------|---|-----------------|------------------------|--------------------|--------------------|--|--------------------------------|----------------------------|--------------------|--|--|-----------------------------------|---------------------|-------------|
| 15 | Devolution and Reorganisation in Kent Local Government | F, R      | Uncertainty about future operating models and changes / opportunities in responsibilities or service provision leading to financial pressures, impact on quality of services, reputational damage.<br><br>New Unitary Council being burdened with historic County Debt<br><br>Maintaining core Current Council services during the transition and delivery of Council Priorities and Annual Service Plan<br><br>Current Council priorities & projects undermined by future spending constraints<br><br>Staff concerns: scale of change & securing a job in new structure<br><br>Not being aligned with other Councils forming the new unitary<br><br>The current council may not having sufficient capacity (financial, staffing and project mgmt.) to manage the transition process and carry out Business as Usual (BAU)<br><br>Is there a risk towards shorter-term thinking (Political Thinking) Risk of Forward Planning being linked to changes in long term organisation | Feb-25          | 4                      | 3                  | 12                 | Mitigation will be subject to legislative agenda.<br><br>Dependent on the accounting records for the debt, whether attributed to specific assets or distributed on Population base<br><br>Work on certain services will be cross cutting and staff could be seconded to prepare for unitary works therefore leaving ongoing services with reduced support.<br><br>Regulation 24 will prevent excessive spending from a given date. Major Capital Works (replacement for Angel and Temp Accommodation) will need to be agreed and letter of intent issued prior to this date.<br><br>Issues around staff retention and appointment needs clarification in accordance with legislation rather than through rumour.<br><br>Changes in recent elections have changed political control of authorities and therefore a potential wider mix of Political Parties. Link to Core service provision<br><br>Will depend on 'go-live' date on how matters schemes are progressed or deferred. | 4                              | 3                          | 12                 | Will depend on legislation and accounting records held<br><br>Planned resources priorities, both frontline and support staff areas in order to maintain service provision.<br><br>Clear project management of major schemes, showing milestones for achievement. Regular reporting to Members and Management.<br><br>Open and Transparent communications with staff on progress and potential impact on staff. In regards to recruitment issues working with Neighbouring boroughs could allow cross working or mentoring.<br><br>Pro active engagement with other authorities and seek alignment on systems during the transition process.<br>Utilisation of Transformation Reserve, Project Groups including secondment, external expertise. | All Strategies                             | Chief Executive                   | NEW                 | Jun-25      |