

Number	Risk Title & Description	Effect of non compliance	Classification	Risk Owner from Management Team	Date identified	Last date of review	Unmitigated risk Score			Movement to previous review	Current mitigation in place	Mitigated risk Score			Movement to previous review	Actions required to reduce score further	Link to Annual Service Development Plan	Links to Strategies
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1	Safeguarding and PREVENT	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.	S, R	Chief Executive	Apr-17	Mar-26	4	5	20	↔	Safeguarding Officer is employed by the Council. This officer is part of an Officer Group, represented by all services, provide advice and support regarding safeguarding matters.	2	5	10	↔	Continue to ensure the safeguarding issues are considered within Council policies. Regular training to staff. Referral of concerns to partner agencies.		Safeguarding Policy
2	Financial position/budget deficit	Financially unstable organisation. Failure to deliver a balanced budget, detrimental impact on quality of service, increased intervention and/or s114 notice.	F, R	Head of Finance (Section 151 Officer)	Apr-17	Mar-26	3	3	9	↓	Budgetary control operated by Services in conjunction with Financial Services to identify areas of budget pressures due to service or population changes. Monitoring of income from Business Rates and Council Tax in order to ensure financial underpinning of MTFS. Regular review of MTFS using identified factors affecting TMBC. Following release of Final Government Settlement in February 2025 a balanced budget has now been produced without the need for a current savings target.	2	3	6	↓	Maintaining budgetary control procedures, adequate resourcing of Financial Services Staff. Maximisation of increases within fees charges, Council Tax and Business Rates in line with market need or legislation. Clear understanding of Government changes to Local Government Funding announced December 2025. Further updates will be needed to MTFS in 2026/27 to confirm ongoing position		Priority in the Corporate Strategy of "Efficient services for all our residents, maintaining an effective council"
3	Achievement of Savings and Transformation Strategy - Failure to meet objectives or savings targets	Resultant overspend would have significant on council reserves resulting in potential Section 114 notice declaring authority is no longer a Going Concern	F, R	Head of Finance (Section 151 Officer) on behalf of Management Team	Apr-17	Mar-26	3	3	9	↓	Savings and Transformation Strategy is reviewed, by Members and Officers, along side Councils Medium Term Financial Strategy. Following budget setting for 2026/27 there is not been a need to provide a Savings and Transformation Strategy.	3	2	6	↓	Taking opportunity to maximise income receipts were appropriate. Following Settlement update a nil funding gap has been identified for the 2026/27 MTFS	Objective 3.15	Priority in the Corporate Strategy of "Efficient services for all our residents, maintaining an effective council"
4	Failure to adopt a Local Plan	Reputational risks around not being able to agree a Local Plan. Impacts around not meeting the timeframe for submission of the Local Plan. Impacts around Statutory Consultees raising infrastructure matters which impacts on the ability to agree and submit a sound Plan. Impacts on development management processes through protracted period with no up-to-date plan, likely speculative development. Infrastructure not being delivered. Potential for central Government intervention.	F, R	Director of Planning, Housing and Regulatory Services	Apr-17	Mar-26	4	5	20	↔	The Council has decided to continue progressing the Local Plan under the current legislative and National Planning Policy Framework (NPPF). 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. Detailed discussions are on-going with Statutory providers, MHCLG and PINs to ensure any required mitigation measures are put in place to ensure a sound plan and ensure the necessary infrastructure is in place to meet the Local Plan need, however the current position from some infrastructure providers is that this is not achievable in line with Local Plan timescales.	3	5	15	↓	Regular review of NPPF guidance to ensure continued compliance. Continued engagement with both Members and Public. Sufficient Resources, both Staffing and Financial to ensure completion within allotted time. Any agreed mitigation measures are put in place at the earliest available opportunity to ensure infrastructure demands can be met. Ongoing lobbying of MHCLG officials and Ministers. Ongoing external legal advice on key matters.		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.
5	Recruitment and retention. Impact of loss of capacity to deliver services and Council priorities caused by numbers of staff retiring given age profile of the workforce, staff leaving due higher pay elsewhere, recruitment difficulties and skill shortages across key professional roles and uncertainty caused by LGR. Greater competition from the private sector and London Boroughs. Increase in rate of inflation and consequent pressure on level of pay award.	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.	F, R, S	Director of Central Service and Deputy Chief Executive on behalf of Management Team	Apr-17	Mar-26	4	4	16	↓	Review of staff resources and skills through service reviews and appraisal processes. Market Supplement Policy in assist with recruitment of difficult to resource staff. Workforce Strategy regularly reviewed, most recently March 2025. Pay award of 4% agreed by Council in February 2026 has helped in ensuring that pay remains competitive with others in the County and therefore score has been reduced.	4	3	12	↓	Meaningful annual pay awards to ensure the Council is competitive as an employer. Continued use of flexible retirement arrangements. Continued use of Market Supplement Policy. Succession planning identified for key staff. Structural reviews approved by Members on an ongoing basis. Increased review of training needs in run up to proposed Local Government Reorganisation.		HR Strategy (Inc. Workforce Development Strategy) & Savings and Transformation Strategy
6	Health and Safety	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.	F, R, S	Director of Planning, Housing and Regulatory Services	Apr-17	Mar-26	3	5	15	↔	Health and Safety Officer employed by Council. Corporate Safety and Wellbeing Group meets quarterly. Health and Safety considered as standing item on both Corporate and Service Management Teams.	2	5	10	↔			Staff wellbeing and customer care underpin the Council's fundamental service and corporate objectives

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7	Cyber Security	Loss of data and legislative breach, leading to financial penalties and reputational impact.	F, R	Director of Central Service and Deputy Chief Executive	Apr-17	Mar-26	4	5	20	↔	Information Security Policy deployed to all staff and Councillors Security measures including access controls. Established an Information Governance Group. Appointed a Member Cyber Champion. Issued Mandatory Cyber Awareness Training to staff and Councillors. Deployed various security measures to ensure security of Council Network. Provide Security trained staff Achieved Cyber Essential Plus Accreditation Appointment of Senior Information Risk Owner (SIRO) within establishment. Implementation of external monitoring to identify cyber breaches, giving 24/7 coverage.	4	3	12	↔	Ensure sufficient resources provide to mitigate risk in a timely manner. Action regular IT health checks, both internally and externally Issue regular messages to network users on cyber security vigilance Continue with regular mandatory cyber training updates. Continue with updates to maintain accreditation Receive Regular reports including option to maintain and improve Cyber Security from SIRO, last reported in July 2025.		IT Strategy
8	Business Continuity and Emergency Planning (incl. Civil Contingencies)	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	F, R, S	Director of Street Scene, Leisure & Technical Services on behalf of Management Team	Apr-17	Mar-26	4	4	16	↔	The Council has in Place; Business Continuity Plan Emergency Plans IT Disaster Recovery Plans Inter-Authority and Mutual Aid Agreement Duty Officer and Duty Emergency Co-ordinator rota and is part of the Kent and Medway Resilience Forum.	4	3	12	↔	Maintain all plans to ensure they are up-to-date and fit for purpose. Increase the % of trained staff in roles identified in the Emergency Plan. Out of Hours Manual reviewed and regularly updated. Exercising of plans must be undertaken regularly to ensure they are fit for purpose and to validate them. Recruitment into roles in the Emergency Plan is on-going. Constant review and enhancement to plans as required.		Business continuity underpins the delivery of the Council's essential services and is a core of the authorities risk management
9	Sustained or increasing levels of Housing need.	Significant increase of costs associated with Temporary Accommodation leading to implications for higher costs not being negated by Housing Benefits	F, R, S	Director of Planning, Housing and Regulatory Services/ Head of Finance (Section 151 Officer)	Apr-17	Mar-26	3	4	12	↔	Provision of additional resources to focus on prevention activities. Increasing supply of internally managed temporary accommodation. Regular review of empty properties, to work with Owners to bring properties back into use and increasing housing supply in area. Agreed downsizing policy to release supply of larger properties	3	3	9	↔	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. Development of council owned/leased temporary accommodation portfolio - including delivery of the Local Authority Housing Fund £1.6m funding received.		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. Homelessness and Rough Sleeping Strategy 2026-2031 under development.
10	Political factors - National, Kent-wide (including KCC) and Local, including relative levels of stability of political leadership and potential impact on decision making including Local Government Reorganisation	Decisions required to achieve objectives including corporate strategy, Local Government Reorganisation, and Major initiatives set out in the Annual Service Delivery Plan, many of which require collaboration and support from other Councils	F, R	Chief Executive	May-23	Mar-26	4	3	12	↔	Close working at Leader and Chief Executive level across Kent and across West Kent. Seek to build constructive relationships with new administration in Kent and new Leaders in other boroughs and districts Continue to promote cross-party working arrangements including Group Leaders and Member working Groups and positive arrangements between Cabinet and Scrutiny Committees.	3	3	9	↔	Member briefings and briefings at relevant Scrutiny Committees on major issues Seek a strategic partner across the whole of Kent to underpin a collaborative approach		Underpins delivery of corporate strategy, Annual Service Delivery Plan, and Medium Term Financial Strategy.
11	Failure to deliver a managed exit from Agile and transition back to Uniform System	Service implications from staffing and data transfer	F, R	Director of Planning, Housing and Regulatory Services	Mar-25	Mar-26	4	4	16	↔	Post-implementation review being carried out by internal Audit - live lessons learned being implemented PID signed with IDOX, which includes establishing technical requirements for return of data from Agile system	2	3	6	↔	Continued monitoring by implementation staff. Clear project plan with achievable milestones		Digital Strategy

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12	Carbon Neutral 2030 Aspiration	Significant reputational risk, particularly if other similar councils have achieved similar goals or targets. Financial implications of 'Green' solutions to achieve climate change goals.	F, R, S	Chief Executive	Sep-23	Mar-26	4	4	16	↔	Development of climate evidence, partnerships and pathway analysis to support move towards transformative and larger-scale emissions reductions Increased contributions to projects that enable carbon reductions Grant Awards for major carbon reduction projects. Climate Change Officer post now permanent to maintain continuity and momentum on climate change initiatives.	4	3	12	↔	Continued oversight and commitment by Officer and Members to allow ambitious plans to go beyond business as usual. Climate Change Action Plan monitored and endorsed by Members annually. Securing additional external funding for major schemes to reduce carbon emissions.		Climate Change Strategy 2020 - 2030, Corporate Strategy 2023 - 2025
13	Local Government Reorganisation in Kent leading to the end of TMBC in March 2028.	Uncertainty on the future of the Borough Council could lead to operational shortfall due to diversion or departure of staff. New Unitary Council being burdened with historic County Debt Maintaining core Current Council services during the transition and delivery of Council Priorities and Annual Service Plan Current Council priorities & projects undermined by future spending constraints	F, R	Chief Executive	Feb-25	Mar-26	4	5	20	↔	Close working at Leader and Chief Executive level. Increased close working at Director level Shared Strategic Partner to date to support a more joined up and collaborative approach Regular briefings for Members and Staff	4	4	16	↔	Procure a new strategic partner for all Councils in Kent for the work up until Vesting Day in April 2028 Ensure that there are effective project and programme management arrangements in place Continue to ensure Members and Staff are fully engaged Set aside sufficient funding to support the implementation process		All Strategies
14	Government Intervention within Planning Service due to performance	Due to missing 10% target for Major applications being overturned on appeal.	F, R	Director of Planning, Housing and Regulatory Services	Oct-25	Mar-26	3	4	12	↔	Keeping an up-to-date track on Appeals using the Government approved tracking sheet. Regular review of Appeal Performance. Ensuring quality control on data which is supported by Agile/Uniform and Updating Members on Appeal performance.	2	4	8	↔	Raise awareness to Members through regular reporting/training on potential impacts from overturns and the wider picture Raising officer awareness of impacts on non-determined application on performance		Priority in the Corporate Strategy of "Efficient services for all our residents, maintaining an effective council"
15	Inability to make Development Management decisions due to evidence of insufficient infrastructure capacity.	Being unable to make a full range of Planning decisions due to evidence of insufficient infrastructure capacity would result in planning decisions being held up and backed up in the system. Reputational and financial implications could arise to the Council as a result of delays to the determination process leading to an increase in complaints, requests for refunds under the Planning guarantee, an increase in appeals and performance for applications falling with a risk of call in powers from the S of S (see risk 14). Further risks of Judicial Review if material matters are not addressed in Development Management decisions.	F, R	Director of Planning, Housing and Regulatory Services	Mar-26	Mar-26	5	4	20	NEW	Discussions on-going with Statutory providers to ensure mitigation measures can be put in place to ensure adequate infrastructure is in place to service the development. Precautionary approached being adopted where all DM decisions are being reviewed to ensure material considerations have been addressed and considered. Additional measures being adopted for major development to ensure sufficient capacity exists to meet the needs of the development. Developers being asked to consider specific infrastructure requirements for major applications individually. Agreed mitigation measures will be incorporated into schemes when these are agreed. Officers are requesting updated EOTs to manage expectations and reduce the risks associated with the Planning Guarantee.	4	4	16	NEW	We will continue to review all DM cases to ensure material matters have been addressed. As a result of on-going discussions with key statutory consultees and MHCLG this is likely to result in mitigation measures which will reduce the current risk score considerably. Consultancy and legal advice is being sought on measures to mitigate these issues. All current DM applications impacted by this issue are being informed and worked with.		Efficient services for all residents, maintaining and effective Council