

MID KENT AUDIT

Annual Risk Management Report

Audit Committee

March 2021



Introduction

A risk is a **potential future event that, if it materialises, has an effect on the achievement of objectives.**

By having arrangements in place to identify and manage our risks, we increase our chances of achieving corporate and operational objectives and reduce the chance of failure. Good risk management also increases our ability to cope with developing and uncertain events. A key part of the risk management process is to report risk information.

Twice yearly risk reports are provided to Members of Informal Cabinet who review the substance of individual risks to ensure that risk issues are appropriately monitored and addressed. As those charged with governance and oversight the Audit Committee should seek assurance that the Council is operating an effective risk management process. This enables the Audit Committee to fulfil the responsibilities as set out in the Terms of Reference:

“To monitor the effective development and operation of risk management and corporate governance in the Council.”

The purpose of this report is to provide assurance to Members that the Council has in place effective risk management arrangements, and that risks identified through this process are managed, and monitored appropriately.

We have continued to receive a positive level of engagement and support from Senior Officers and Managers in the Council which has enabled the risk management process to develop and embed. So, we'd like to take this opportunity to thank officers for their continued work and support.

Risk Management Process

Detailed guidance on the Council’s risk management processes is set out in the **Risk Management Framework**. The framework sets out each stage of the process which can be illustrated as follows:



Since a risk is an event that could affect the achievement of the Council’s *objectives*, the process starts with considering what the corporate or service objectives are. Consideration is then given to what could happen in the future to affect the achievement of these objectives.

Once identified risks are then *evaluated*. That is to say understanding how big the **current** risk is by considering:

- The existing controls which are already in place to manage the risk.
- How severely the organisation would be affected if the risk transpires (the impact).
- The possibility of the risk materialising and becoming an event that needs managing (the likelihood).

Appendix II includes the definitions used to guide the impact and likelihood evaluations and ensure consistency in measuring risks.

The next step is to determine what, if any, action will be taken to *respond* to the risk. The baseline level of response is determined by the Council’s risk tolerance and appetite, which are illustrated as follows:



The following table outlines what risk owners should do to respond to their identified risks:

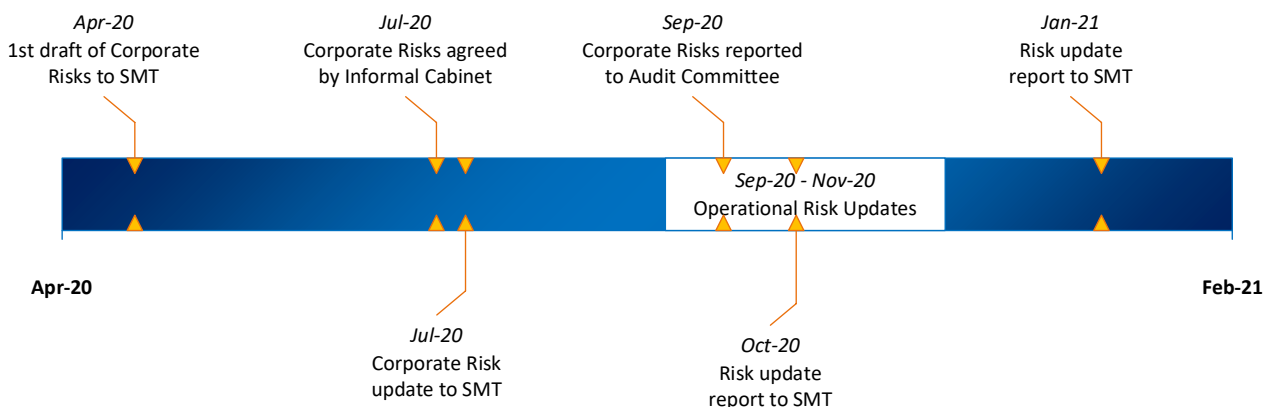
	Risk Rating	Guidance to Risk Owners
20-25	<p>Risks at this level sit above the tolerance of the Council and are of such magnitude that they form the Council's biggest risks.</p> <p>The Council is not willing to take risks at this level and action should be taken immediately to treat, transfer or terminate the risk.</p>	<p>Identify the actions and controls necessary to manage the risk down to an acceptable level. Report the risk to the Audit Team and your Director.</p> <p>If necessary, steps will be taken to collectively review the risk and identify any other possible mitigation (such as additional controls).</p>
12-16	<p>These risks are within the upper limit of risk appetite. While these risks can be tolerated, controls should be identified to bring the risk down to a more manageable level where possible.</p> <p>Alternatively consideration can be given to transferring or terminating the risk.</p>	<p>Identify controls to treat the risk impact / likelihood and seek to bring the risk down to a more acceptable level.</p> <p>If unsure about ways to manage the risk, consult with the Internal Audit team.</p>
5-10	<p>These risks sit on the borders of the Council's risk appetite and so while they don't pose an immediate threat, they are still risks that should remain under review. If the impact or likelihood increases then risk owners should seek to manage the increase.</p>	<p>Keep these risks on the radar and update as and when changes are made, or if controls are implemented.</p> <p>Movement in risks should be monitored, for instance featuring as part of a standing management meeting agenda.</p>
3-4	<p>These are low level risks that could impede or hinder achievement of objectives. Due to the relative low level it is unlikely that additional controls will be identified to respond to the risk.</p>	<p>Keep these risks on your register and formally review at least once a year to make sure that the impact and likelihood continues to pose a low level.</p>
1-2	<p>Minor level risks with little consequence but not to be overlooked completely. They are enough of a risk to have been assessed through the process, but unlikely to prevent the achievement of objectives.</p>	<p>No actions required but keep the risk on your risk register and review annually as part of the service planning process.</p>

Where necessary planned actions should be documented, and the impact and likelihood scores reassessed to determine the **mitigated** risk.

All identified risks and associated information are captured in the Council's comprehensive risk register. This is used to *monitor and report* on risks to ensure action is being taken as necessary and changes are captured in updates to the risks. Appendix III summarises the overall process and step 4 outlines the routine risk reporting that occurs during the year.

2020-21 Risk Processes In Action

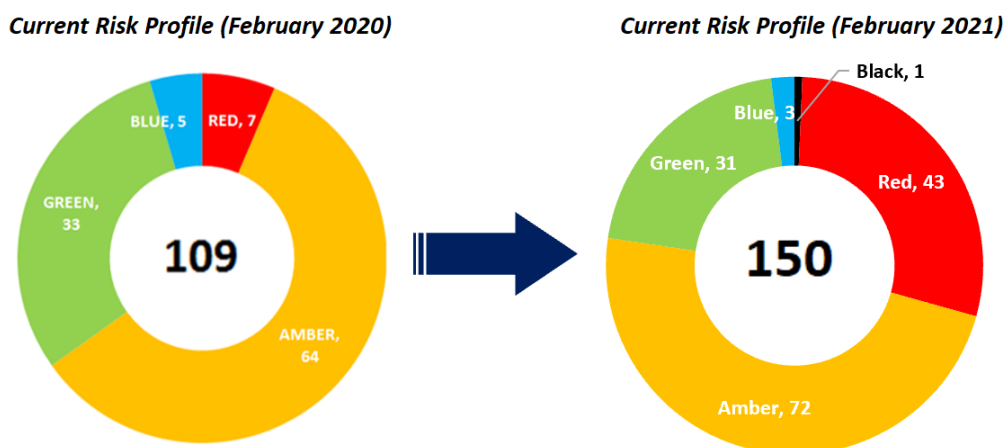
The work undertaken during the year is outlined in the following timeline:



Updating operational risk registers is usually undertaken in line with service planning, around April / May, but responding to the pandemic delayed this work. However, updating operational risks during September – November allowed services to better understand the ongoing implications of the pandemic and their priorities for the upcoming year. This has led to a more comprehensive operational risk register which fully reflects potential effects on service objectives. Going forward the operational risk register will be updated and monitored in line with the Risk Management Framework. All high-level (red / black) risks will be reviewed in March 2021.

The last report to Audit Committee (September 2020) outlined the approach we took to updating the Council’s corporate risk register. Since then, corporate risks have been reported to SMT and updated as needed. Corporate risks will continue to be monitored quarterly with quarterly reporting to SMT and half-yearly reporting to Informal Cabinet.

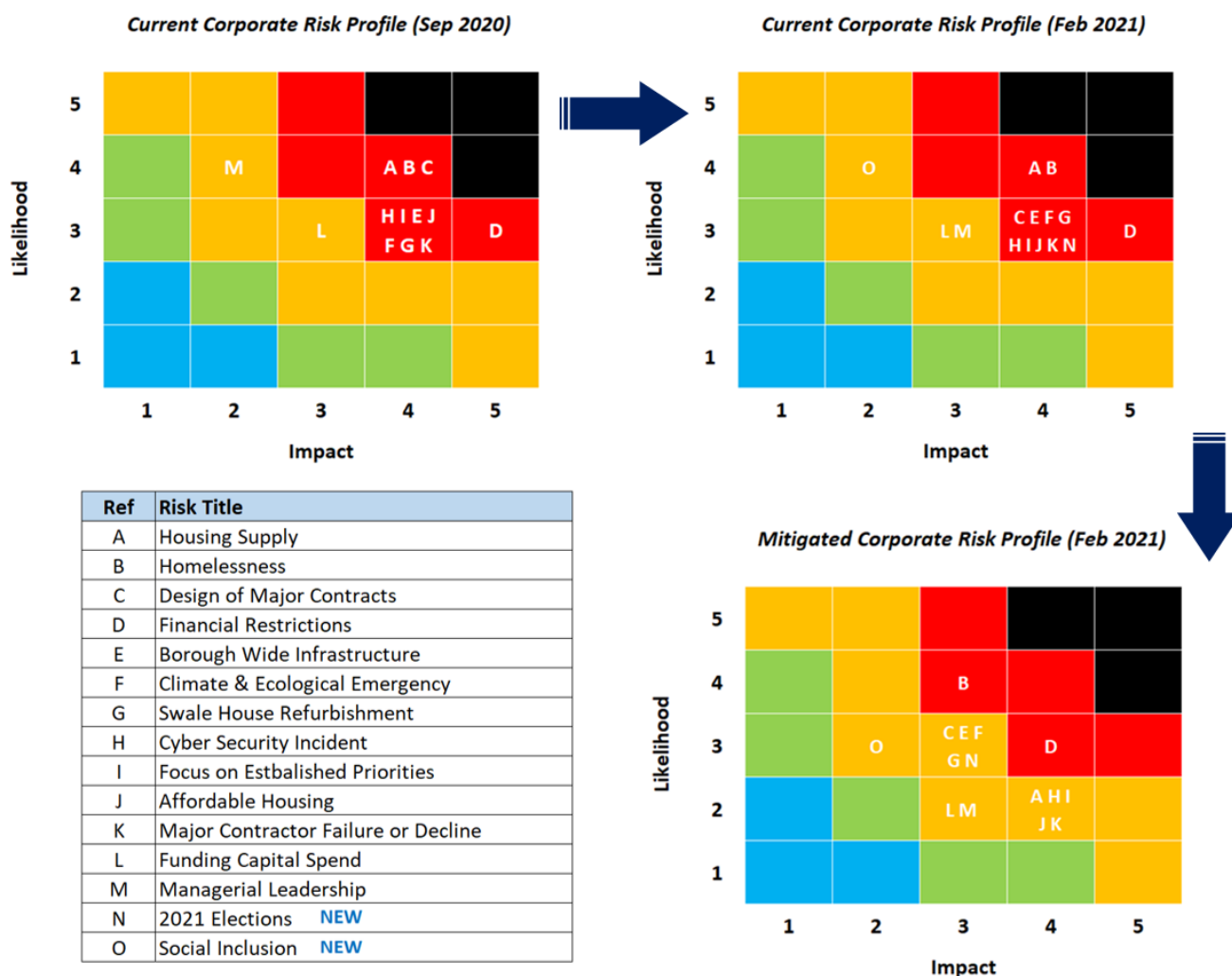
The following diagram depicts the risk profile last reported to Audit Committee in March 2020, compared to the risk profile in February 2021. The **current** rating is the risk to the Council assuming all existing controls are working as expected to manage the risk. Note the February 2020 profile only includes operational risks as corporate risks were in development at the time.



The increase in the total number of risks is as a result of incorporating updated corporate risks and expanding consultation on the operational risk updates (see below).

Corporate Risks

The following matrices show the current corporate risk profile as at September 2020 compared to February 2021. The **current** rating is the risk to the Council assuming all existing controls are working as expected to manage the risk. Also shown is the **mitigated** rating – i.e. the risk to the Council in the future once all planned actions have been taken.



As demonstrated above there has been a change in the scores for two of the risks. The *design of major contracts* (C) risk has decreased in likelihood as a result of progress made on the waste contract. The *managerial leadership* (M) risk has been updated to reflect the appointment of the Chief Executive and management restructure plans.

Two risks have been added onto the corporate risk register since it was reported to Audit Committee in September 2020. *2021 elections* (N) was added to reflect the Council-wide risk of elections not being delivered effectively under the more restrictive requirements resulting from Covid-19. *Social inclusion* (O) was added onto the risk register to reflect the development of the Council’s new Social Inclusion strategy.

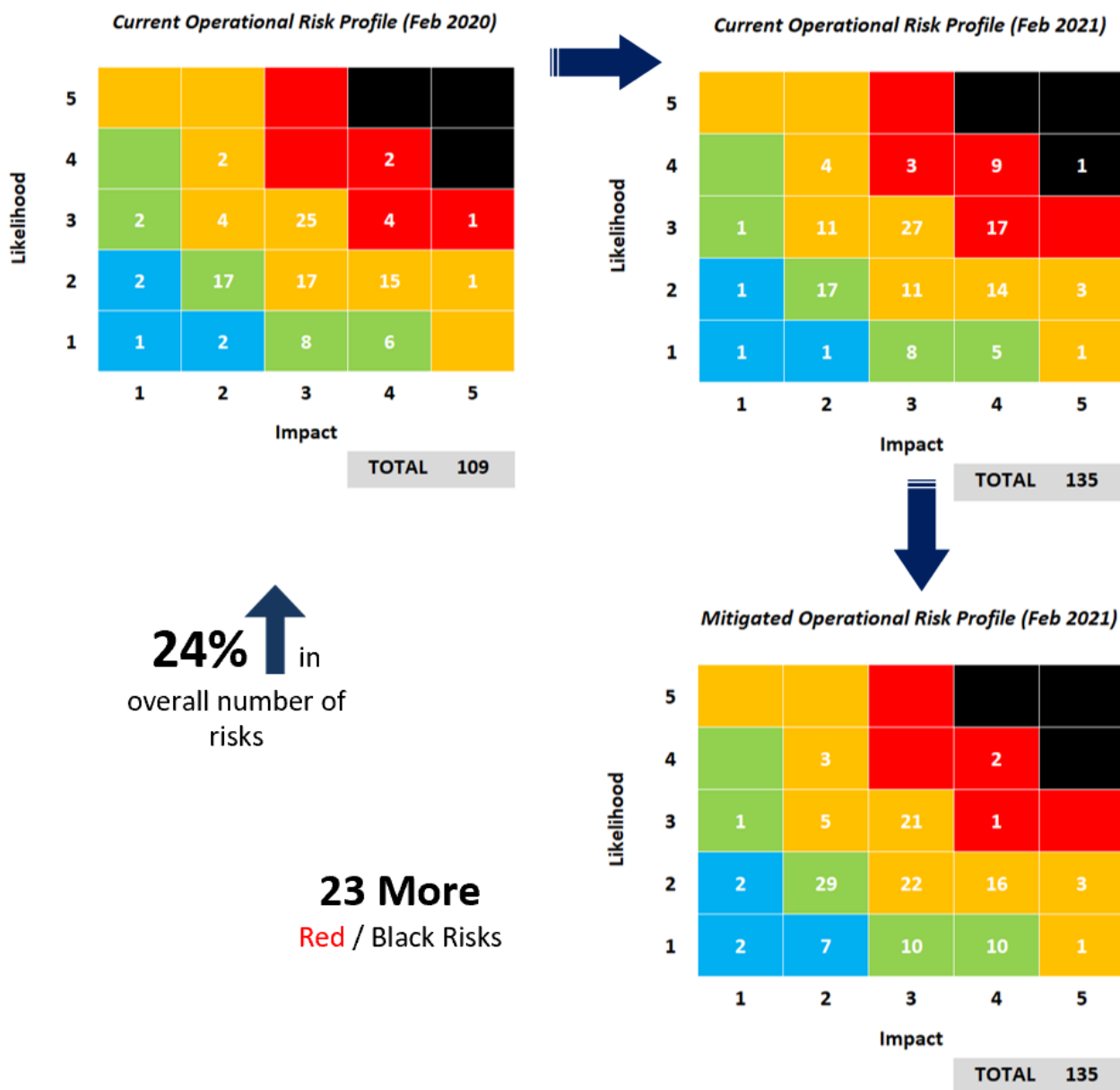
Two risks remain at the outer limit of the Council’s risk appetite after the implementation of planned controls. These relate to managing increases in homelessness (B) and having the funds to deliver core

services and Council priorities (D). Actions have been identified which will reduce the impact of these risks. However, these risks will be closely monitored to ensure actions are being taken, and consideration will be given as to whether any additional actions could be taken to further reduce the impact or likelihood of the risk.

Appendix IV includes the full details of the Council’s corporate risk register.

Operational Risks

As outlined above, between September and November we worked with services to capture their operational risks. This involved meeting with Managers, Heads of Service and other relevant officers and discussing their objectives for the coming months and what could stop them achieving these objectives. All this information was combined into one operational risk register, and the matrices below summarise this information:



The overall increase in the number of risks is as a result of wider consultation with managers and other key officers; the change in circumstances facing the Council since February 2020; and the desire of services to capture all their activities and Member priorities.

The black risk that has been identified relates to the provision of *temporary accommodation*. This is an issue routinely monitored by SMT to ensure that action is being taken to bring the risk down to a more acceptable level.

The other two risks that remain red after mitigating action is taken are *IT security breach* and *removal of court dates*. These, and all high-level (red/black) current risks are being monitored quarterly by SMT and will be routinely reviewed and updated.

The detail of each high-level operational risk is set out in Appendix V.

Risk Work Plan

The following provides an overview of the risk work planned for 2021-22, and the key areas of focus for our work. We appreciate that the current circumstances are changeable and so the plan will be kept under review and flexed where necessary.



Swale Lead
Alison Blake
Audit Manager



Swale Support
Russell Heppleston
Deputy Head of Audit Partnership



Routine Risk Work

The following work will continue throughout the year:

- Updating corporate and operational risks in line with the Risk Management Framework
- Ongoing monitoring of risk information
- Regular reporting of risks to SMT, Informal Cabinet and Audit Committee
- Advice and guidance to officers relating to risk, including research reports (e.g. Covid)



Risk Software

July - Oct
2021

Implement **specialist risk software** to improve the efficiency of the risk process, enable more powerful reporting and monitoring and increase engagement with risk owners.



Training & Development

July - Nov
2021

Deliver training to support the rollout of risk software and to refresh **knowledge** and **expertise** of risk management and the risk management process.

Training to be delivered to Officers & Members.



Risk Actions

Dec - Mar
2021

Implement mechanisms to ensure actions are taken to address risks that fall **above** the risk tolerance level. We will work with risk owners to identify control measures and to assess the reduction on the overall level of risk.

Sharing of effective control measures to be incorporated.



Reporting & Monitoring

Throughout
2021 / 22

Rethink / **redesign** risk reporting to ensure that data is valuable and supportive.

Consider the **audience** for reporting of risk information and whether this should be varied.

Definitions for Impact and Likelihood

Risks are assessed for impact and likelihood. So that we achieve a consistent level of understanding when assessing risks, the following definitions were agreed and have been used to inform the assessment of risks on the comprehensive risk register.

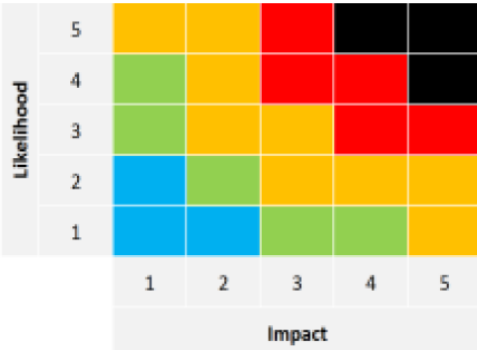
RISK IMPACT

Level	Service	Reputation	H&S	Legal	Financial	Environment
Catastrophic (5)	Ongoing failure to provide an adequate service	Perceived as a failing authority requiring intervention	Responsible for death	Litigation almost certain and difficult to defend Breaches of law punishable by imprisonment	Uncontrollable financial loss or overspend over £1.5m	Permanent, major environmental or public health damage
Major (4)	Failure to deliver Council priorities Poor Service, 5+ days disruption	Significant adverse national publicity	Fails to prevent death, causes extensive permanent injuries or long term sick	Litigation expected and uncertain if defensible Breaches of law punishable by significant fines	Financial loss or overspend greater than £100k	Long term major public health or environmental incident (1+ yrs)
Moderate (3)	Unsatisfactory performance Service disrupted 3-5 days	Adverse national publicity of significant adverse local publicity	Fails to prevent extensive permanent injuries or long term sick	Litigation expected but defensible Breaches of law punishable by fines	Financial loss or overspend greater than £50k	Medium term major public health or environmental incident (up to 1 yr)
Minor (2)	Marginal reduction in performance Service disrupted 1-2 days	Minor adverse local publicity	Medical treatment required Long term injuries or sickness	Complaint or litigation possible Breaches of regulations or standards	Financial loss or overspend greater than £20k	Short term public health or environmental incident (weeks)
Minimal (1)	No performance reduction Service disruption up to 1 day	Unlikely to cause adverse publicity	First aid level injuries	Unlikely to cause complaint Breaches of local procedures	Financial loss or overspend under £20k	Environmental incident with no lasting detrimental effect

RISK LIKELIHOOD

Level	Probability	Description
Almost Certain (5)	90% +	Without action is likely to occur; frequent similar occurrences in local government / Council history
Probable (4)	60% - 90%	Strong possibility; similar occurrences known often in local government / Council history
Possible (3)	40% - 60%	Might occur; similar occurrences experienced in local government / Council history
Unlikely (2)	10% - 40%	Not expected; rare but no unheard of occurrence in local government / Council history
Rare (1)	0% - 10%	Very unlikely to occur; no recent similar instances in local government / Council history

One Page Process Summary

Step 1 – Identify Risks	Step 2 – Evaluate Risks	Step 3 – Risk Response	Step 4 – Monitor & Review
<p>Best done in groups, by those responsible for delivery objectives.</p> <p>RISK is a <i>potential future</i> event that, if it materialises, has an <i>effect</i> on the achievement of our objectives.</p> <p>Consider both threats and opportunities.</p> <p>When to consider:</p> <ul style="list-style-type: none"> • Setting business aims and objectives • Service planning • Target setting • Partnerships & projects • Options appraisal <p>Establish the risk owner.</p> <p>Document in the risk register.</p>	<p>Combination of the impact and likelihood of an event (the CURRENT RISK).</p> <p>Impact score is the highest from the different categories.</p> <p>Establish your key existing controls and whether they are managing the impact and/or likelihood of the risk.</p> <p>Scores can be depicted in the risk matrix:</p> 	<p>Black – Above our tolerance, immediate action and reporting to directors.</p> <p>Red – Outer limit of our appetite, immediate action.</p> <p>Amber – Medium risk, review existing controls.</p> <p>Green – Low risk, limited action, include in plans.</p> <p>Blue – Minimal risk, no action but annual review.</p> <p>Risk Response – 4Ts</p> <ul style="list-style-type: none"> • Treat (i.e. apply controls) • Tolerate (i.e. accept risk) • Transfer (e.g. insurance / partnership) • Terminate (i.e. stop activity) <p>After your response; where does the risk score now? (the MITIGATED RISK)</p>	<p>Completed risk registers returned to Mid Kent Audit.</p> <ul style="list-style-type: none"> • Senior Management Team monthly monitoring of black risks. Quarterly reporting of all high level (black and red) risks. • 6-monthly monitoring at Informal Cabinet. • Annual monitoring of process by Audit Committee. <p>Mid Kent Audit facilitate the review and update of risk actions (as per your risk register) during the year for and high-level (red / black) risks.</p>

Corporate Risk Register

The following table is an extract from the comprehensive risk register and outlines the Council's corporate risks. *The **current** rating is the rating assuming existing controls are working effectively, and the **mitigated** rating is the future risk rating after planned actions are complete.*

Risk (title / full description)	Risk Owner	Key Existing Controls	Current Rating (I x L)	Controls planned	Mitigated Rating (I x L)
<p>Housing Supply Council continues not to deliver the 5year housing supply leading to increased ad hoc greenfield planning applications and potential appeals costs.</p>	Mike Baldock & James Freeman	<p>1) Provision of a sound evidence base to support the Council's proposals for housing delivery 2) Review progress against the Local Plan requirements and implement actions through housing delivery action plan</p>	(4 x 4) 16	<p>1) Build evidence base to support Council's approach to housing delivery in Local Plan 2) Promote sites with early delivery programmes, e.g. park homes proposals etc 3) Produce Housing Delivery Action Plan and review annually whilst dealing with lack of 5year supply issue</p>	(4 x 2) 8
<p>Homelessness National increases in homelessness and recommissioning of housing support services create additional workload and increased cost burden for the Council.</p>	Ben Martin & Charlotte Hudson	<p>1) Continue housing providers negotiation over temporary accommodation costs 2) Close working with social housing partners to maximise social housing delivery / options 3) Supporting developers / using influence to unlock opportunities to provide additional social housing 4) Council purchase of properties to use as temporary accommodation 5) Defined landlord incentive scheme and close working with landlords to incentivise private sector-housing options 6) Forecasting of homelessness spend as part of ongoing budget monitoring and medium term financial planning 7) Creation of a Homelessness Prevention Team 8) Continued monitoring and forecasting of trends to understand real impact 9) Bid submitted to MHCLG Next Steps Accommodation Programme to extend accommodation for rough sleepers and provide move on accommodation</p>	(4 x 4) 16	<p>1) Housing Options considering opportunities for using potentially void accommodation as temporary accommodation to address decommissioning of some KCC funded supported housing schemes 2) Adjustment of 2020/21 budget to ensure matches demand for temporary accommodation, however impact of Covid is greater than this 3) Reviewing Housing Allocations Policy to take into consideration homeless households - out to consultation 4) Undertake a tender process for provision of temporary accommodation 5) Increasing supply of affordable housing to increase rental supply</p>	(3 x 4) 12

Risk (title / full description)	Risk Owner	Key Existing Controls	Current Rating (I x L)	Controls planned	Mitigated Rating (I x L)
<p>Design of Major Contracts Changes in political direction (central and local) or service specification result in significant changes in how major contracts are delivered when the contract expires (e.g. grounds maintenance and waste). This has significant financial consequences for the Council.</p>	Roger Truelove Julian Saunders, Angela Harrison & Martyn Cassell	<p>1) Robust tender process that includes the early identification of contracts approaching the end of their term 2) Consultant engaged for grounds maintenance and waste contracts to provide guidance on financial implications and meeting industry standards 3) Early engagement with Members provided clear perspective on direction and will be ongoing 4) Awareness of central government legislative changes 5) Review potential methods of operation, including researching approaches adopted by other local authorities</p>	(4 x 3) 12	<p>1) Member engagement planned for key points in the process to ensure early decision making 2) Early market testing to support financial predictions 3) Continue to follow Government consultations on new legislation - Autumn 2021</p>	(3 x 3) 9
<p>Financial Restrictions We are unable to match the delivery of coalition priorities and core Council services to funding levels in the context of the Coronavirus crisis and ongoing funding.</p>	Roger Truelove & Nick Vickers	<p>1) Budget setting & monitoring process and Medium Term Financial Plan 2) Awareness of proposed changes to local government finance 3) Information sharing at Chief Finance Officers and Chief Accountants Groups 4) Use of specialist local government financial consultants 5) Reserves strategy 6) Income generation initiatives 7) Ongoing regular reporting to SMT and the Leader</p>	(5 x 3) 15	<p>1) Work with Cabinet & deputies and SMT on priorities for funding 2) New government finding streams 2) Work with the Finance group 3) Expenditure controls</p>	(4 x 3) 12
<p>Borough wide Infrastructure Infrastructure programmes don't align to the local plan review and fail to make a robust case for public funding and / or to support development proposals that create sustainable communities.</p>	Mike Baldock, James Freeman & Charlotte Hudson	<p>1) Regular communication with developers, KCC, Kent CCG and infrastructure agencies (i.e. highways) government 2) Independent specialist advice / support to work on viability / realistic development modelling 3) Pursue funding opportunities/lobby agencies and Government/support delivery agencies to progress schemes</p>	(4 x 3) 12	<p>1) Continue to strengthen relationships and communications with developers 2) Exploring development strategy options in the review Local Plan to support local bids and funding 3) Revised design for Junction 5 received from Highways England and being pursued - although funding gap has arisen 4) Pursue private sector funding streams</p>	(3 x 3) 9
<p>Climate & Ecology Emergency The Council is unable to deliver the climate & ecological emergency motion agreed at Council in June 2019.</p>	Julian Saunders, Nick Vickers & Martyn Cassell	<p>1) Climate & ecology emergency Member / officer steering group established 2) Annual report to Council to monitor progress</p>	(4 x 3) 12	<p>1) Revised Corporate Action plan developed for 2021 2) Swale House refurbishment 3) New Local Plan</p>	(3 x 3) 9
<p>Swale House Refurbishment The refurbishment of Swale House does not achieve objectives and / or is not delivered within budget / on time.</p>	Monique Bonney & Nick Vickers, Anne Adams	<p>1) Carbon Trust report includes carbon emissions for the building to help identify improvements 2) Office waste contract tender exercise includes value and supports objectives 3) Participation in Climate & Ecological Emergency group</p>	(4 x 3) 12	<p>1) Project team and project manager appointed. 2) Report to Cabinet March 2021 detailing the options, a forward plan and costings</p>	(3 x 3) 9

Risk (title / full description)	Risk Owner	Key Existing Controls	Current Rating (I x L)	Controls planned	Mitigated Rating (I x L)
<p>Cyber Security Incident Security breach or system weakness leads to cyber-attack that results in system unavailability and financial or legal liability.</p>	<p>Roger Truelove & Steve McGinnes</p>	<p>1) Effective backup arrangements 2) External testing 3) ICT policies & staff training, including disaster recovery plan 4) Cyber security testing & training, plus awareness campaigns 5) Nessus scanning software reporting daily on system vulnerabilities 6) Darktrace enterprise cyber immune system deployed</p>	<p>(4 x 3) 12</p>	<p>1) Cyber awareness campaign February 2021 2) New firewall, to be in place by March 2021</p>	<p>(4 x 2) 8</p>
<p>Focus on established priorities Emerging issues and short-term initiatives dissipate resources away from statutory responsibilities and established priorities, inhibiting the Council's ability to deliver on the administration's medium-term objectives.</p>	<p>Roger Truelove & SMT</p>	<p>1) Agreed corporate plan priorities 2) Service planning process for 2020/21 designed to relate activity more explicitly to resources and priorities 3) Regular one-to-one meetings between cabinet members, deputies and heads of service 4) Robust budget-setting process 5) New cabinet subgroups to drive forward work on key priorities</p>	<p>(4 x 3) 12</p>	<p>1) Regular meeting with Cabinet on progress of priorities 2) Single CLT member identified to monitor/coordinate cross-cutting work on each corporate-plan objective 3) Annual report process to be focused on corporate-plan objectives 4) Business cases prepared to link projects to priorities & corporate plan</p>	<p>(4 x 2) 8</p>
<p>Affordable Housing Limitations in funding and market interest result in failure to develop a good quality, viable project for the delivery of affordable housing.</p>	<p>Ben Martin & Charlotte Hudson</p>	<p>1) Access to expert consultancy and legal advice 2) Strong relationships with RPs that develop in Swale 3) Capital funding agreed by Council 4) SBC Landholdings identified to support the project 5) Review of best practice 6) Initial scoping and viability work undertaken on landholdings 7) Available sources of funding reviewed 8) Testing the market for possible partners</p>	<p>(4 x 3) 12</p>	<p>1) Create Local Housing Company 2) Deliver 3 development sites agreed by Cabinet 3) Monitor market for land acquisitions 4) Acquire suitable land to enable development of Affordable Housing</p>	<p>(4 x 2) 8</p>
<p>Major Contractor Failure or Decline Contractor financial difficulties in general or impacts from COVID-19 result in existing suppliers not delivering as per the contract. This results in the Council not getting the anticipated level of service or at its worst a complete failure in the service / company insolvent.</p>	<p>Roger Truelove, Julian Saunders, Angela Harrison & Martyn Cassell</p>	<p>1) Robust tender process 2) Contracts in place and regularly monitored 3) Annual reconciliation of invoices paid to contractors 4) Regular dialogue with contractors and use of performance mechanisms 5) Awareness of industry developments and best practice</p>	<p>(4 x 3) 12</p>	<p>1) Increased discussions with contractors around the impact of COVID-19 2) Ensuring government guidelines on payment of contractors is followed 3) Routine financial checks</p>	<p>(2 x 4) 8</p>

Risk (title / full description)	Risk Owner	Key Existing Controls	Current Rating (I x L)	Controls planned	Mitigated Rating (I x L)
<p>Funding Capital Spend Delivery of coalition priorities requires capital spend which cannot be accommodated within the revenue budget.</p>	Roger Truelove & Nick Vickers	<p>1) Revenue implications of capital explicitly funded through revenue budget 2) Liaison with commercial tenants</p>	(3 x 3) 9	<p>1) All capital projects to have business case agreed by Cabinet 2) Capital schemes may generate new revenue income streams 3) Generation of capital receipts through selling assets 4) North Kent Pooled Business rate fund- to meet capital costs 5) Work more closely with commercial tenants</p>	(3 x 2) 6
<p>Managerial Leadership Failure to build strong leadership team by new Chief Executive leads to sub-optimal leadership with adverse effects on staff engagement and organisational performance and self-awareness.</p>	Roger Truelove & SMT	<p>1) TeamTalk and Staff Briefings 2) Awards event to recognise staff achievements and work 3) Leadership profile of SMT members 4) Role of the broader Corporate Leadership Team</p>	(3 x 3) 9	<p>1) Commencement of senior leadership restructure and work to build a new team 2) Reviewing staff engagement plan</p>	(3 x 2) 6
<p>2021 Elections 6-7 elections due in May 2021, likely under Covid-19 rules making it harder to deliver elections effectively</p>	Roger Truelove & David Clifford	<p>- Regular election controls/guidance - Specific Covid-19 guidance from the EC and AEA - Elections risk register</p>	(4 x 3) 12	<p>- Additional funding support should be received from Government (e.g. PPE, additional polling station staff). Elections project team to be set up. - Increase the number of people/backups to assist on elections</p>	(3 x 3) 9
<p>Social Inclusion A lack of community or partnership engagement and poor investment results in not achieving social inclusion outcomes and leads to increases in social inequality.</p>	Ben Martin & Charlotte Hudson	<p>1) Grant funding available (e.g. citizens advice bureau and winter grants) 2) Social Inclusion Worker in post</p>	(2 x 4) 8	<p>1) Position statement to understand what is currently done and where the gaps are 2) Development of Strategy and identification of outcomes</p>	(2 x 3) 6

Operational Risk Register

The following table is an extract from the comprehensive risk register and outlines the high-level (**red** or **black**) operational risks. *The **current** rating is the rating assuming existing controls are working effectively, and the **mitigated** rating is the future risk rating after planned actions are complete.*

Service	Risk (title / full description)	Risk Owner	Key Existing Controls	Current Rating (I xL)	Controls planned	Mitigated Rating (I xL)
Housing Options	Provision of cost of Temporary Accommodation Not enough access to temporary accommodation or due to lack of supply costs increase.	Rox Sheppard	Various suppliers utilised. Good relationship with suppliers. Costs negotiated. Direct Lets	(5 x 4) 20	Procurement exercise with MBC and TWBC to go to market to negotiate a better deal with TA providers. Refresh incentives for landlords.	(4 x 4) 16
MKS ICT	IT Security Breach A failure in investment or training could result in costly and/or reputational damage	Julie May	<ul style="list-style-type: none"> - IT Security Policy - Business case for procurement of counter measures agreed by SSB - Simulated Phishing and Awareness campaign continuing (planned HMRC phishing e-mail recently distributed) - Cyber security training mandatory and undertaken via ELMs - Nessus scanning software in now fully deployed and reporting daily on system vulnerabilities - Darktrace software procured and in place, providing an extra level of protection (scanning software that runs checks on individual laptops for unusual activity) - Have switched to biannual tape backups to improve recover time objective (RTO). 	(4 x 4) 16	Evaluation of Cyber security measures and consideration of new measures are ongoing. A new firewall (TRAPS) will be installed by the end of the year	(4 x 4) 16
Revs & Bens	Removal of court dates Removal of court dates by HM Courts and Tribunals Service due to covid. Resulting in no summons issued and reduced enforcement of non-payment of Council Tax	Zoe Kent	Recovery posts. Recovery actions. Increased communication with customers. Increased direct debit payments.	(4 x 4) 16	Continued liaison with Courts and other Kent authorities to push for court dates. 2 new posts created.	(4 x 3) 12
Leisure and Technical Services	Eastchurch Cliff Slide Financial impact on Local Authority and Shoreline Management plan of Eastchurch Cliff Slide	Jay Jenkins/Martyn Cassell	Known issue - monitored through Shoreline Management plan. Specialist surveys undertaken, regular liaison with EA, and action plan in place. Informal Cabinet report issued - risk assessments and actions considered.	(4 x 4) 16	Discussions ongoing, working group in place. Discussion ongoing, officer working group in place. Regular policy debate with cllrs members and external agencies.	(3 x 3) 9

Service	Risk (title / full description)	Risk Owner	Key Existing Controls	Current Rating (I xL)	Controls planned	Mitigated Rating (I xL)
Economy & Community (Economic Development)	Delivery of Service Plan Reduced staffing resources impact on ability to deliver against service plan with additional work generated by Covid response.	Kieren Mansfield	Prioritise project work appropriately. Use staff from other teams as appropriate.	(4 x 4) 16	Reconfiguring of priorities and expectations (public/member). Increased sharing of staff resources.	(3 x 3) 9
Housing Options	Rough sleepers - budget Unexpected demand leads to budget overspend	Rox Sheppard	Trained staff. Bidding process for funds. Regular monitoring and reporting. Intense housing management. Supervision of staff	(4 x 4) 16	Income maximisation through Housing Benefit. Procurement exercise with MBC and TWBC.	(3 x 3) 9
Planning Services	New Planning Regs - Loss of Income The new Planning Regulations cause a loss of income from fewer planning applications	James Freeman	Lobbying and responding to government consultation	(4 x 4) 16	Promote planning performance agreements for local plan policy making and pre app advice.	(3 x 3) 9
Economy & Community (Safer and Stronger)	CCTV Staffing As a result of staff availability due to Covid, there may be a failure to deliver operational CCTV service for agreed hours	Steph Curtis	Appropriate staffing resources in place. CCTV policy/procedures to ensure appropriate delivery of service. Monitoring and reporting.	(4 x 4) 16	Recruitment of casual CCTV operators to cover periods of absence. Self-assessment checklist for legal compliance with CCTV legislation.	(4 x 2) 8
Mid Kent Audit	Ineffective Recruitment As a result of poor recruitment practices we engage staff (permanent or contract) who do not deliver as expected	Rich Clarke	- Following standard recruitment processes & assessment criteria. - Induction & probation reviews. - Ongoing support & development - Mentoring & coaching - Engaging contractors through agreed frameworks & reputable suppliers with appropriate checks on individuals.	(4 x 4) 16	- Reflection on remote recruitment - New onboarding process	(4 x 2) 8
Housing Options	Staff recruitment and retention Limited ability to recruit to posts and retain staff particularly due to remuneration package	Rox Sheppard	Use of HR frameworks. Advertise out to networks. Staff benefits. Team working ethos.	(4 x 4) 16	Service impact report. Re-evaluation of grades for homeless officers.	(2 x 2) 4
Electoral Services	Resource pressure Unexpected elections cause pressure and stress on the team and could result in failure to deliver services	Keith Alabaster	Sharing of knowledge within team, good support arrangements with suppliers, support available via Electoral Commission and Association of Electoral Administrators, developed good relationships with colleagues	(4 x 3) 12	- Addition of a temporary member of staff - Additional support provided from other departments	(3 x 3) 9
Finance	Statutory accounts Preparation of the statutory financial accounts to deadline whilst working from home and during a coronavirus pandemic	Phil Wilson	Based on successful 2018/19 process, early planning, engagement with Grant Thornton	(3 x 4) 12	Addressing resource issues, clear planning, staff training, dialogue with Grant Thornton, decisions by FSM taken on level of resource required to meet acceptable materiality level of data accuracy compared to other competing demands on staff time	(3 x 3) 9

Service	Risk (title / full description)	Risk Owner	Key Existing Controls	Current Rating (I xL)	Controls planned	Mitigated Rating (I xL)
Revs & Bens	Council Tax and Business Rates Collection Failure to collect Council Tax and Business rates payments	Zoe Kent	Continuous comprehensive monitoring of staffing and income levels with regular adjustments as necessary. Timetable of issuing reminders. Recruited 2 additional staff.	(4 x 3) 12	Two new posts to be advertised.	(3 x 3) 9
Commissioning, Environment & Leisure	Collapse of a major contractor One of the Council's major service providers withdraws or becomes insolvent	Major Contract Managers/Martyn Cassell	Robust tender processes, continued contract management, annual financial check (to ensure stability throughout life of contract), CSOs amended to consider impact	(4 x 3) 12	Working with contractors and partners to review the contract periodically - ongoing	(4 x 2) 8
Leisure and Technical Services	Collapse of Leisure Centre Contract as a result of Covid-19 Trust could become insolvent and cease trading, which would jeopardise Leisure Centre Contract.	Jay Jenkins/Martyn Cassell	Likely to be central funding, but not sure how this will be distributed. Ongoing discussions with Serco and SCL. Have applied and been granted Sport England funding for a consultant, 'Strategic Leisure Ltd' (SLL). SLL are currently mediating between Serco and SBC for a solution.	(4 x 3) 12	Initial report due to go to Cabinet in December. Have tabled suggestions for resolution to financial position. Loss of income claims have been submitted.	(4 x 2) 8
Housing Options	Safeguarding Concerns Missed Increased caseload results in missed safeguarding issues	Rox Sheppard	Regular contact with customers. Liaison with agencies. Trained staff.	(4 x 3) 12	Increased regular training around domestic abuse and mental health issues.	(4 x 2) 8
Comms & Marketing	Coronavirus information Confusion and miscommunication conveyed to residents, arising from different agencies' involvement.	Philip Sutcliffe	- Engaging with Kent Resilience Forum media cell - Working with SMT escalate issues - Weekly SMT briefings	(4 x 3) 12	- Increasing public awareness via SBC SM campaigns (e.g. testing, following Gov advice etc) - Continuing to engage with KRF	(4 x 2) 8
Finance	Staffing Heavy reliance on a core of highly experienced staff, inability to recruit agency and new staff during coronavirus pandemic	Phil Wilson	Staff training, staff engagement	(4 x 3) 12	Continuing staff engagement, allocation of duties within Finance, decisions by FSM on priority of competing demands on limited staff time	(4 x 2) 8
Revs & Bens	Universal Credit Full implementation of Universal Credit results in loss of funding for Benefits administration	Zoe Kent	Housing team liaise with partner agencies such as job centre. Full trained and experienced staff provide ongoing support and prevention. Active monitoring of UC claims through Academy system. Monitoring of the ratio of the workload and caseload and ratio of staff to work received Work with other authorities to share good practice. Direct links to job centre and to landlords established. DWP top up funds.	(4 x 3) 12	Implementation of software within Academy to provide more automation of the process. Regular update reports to Members and communication / awareness.	(4 x 2) 8
Mid Kent Environmental Health	Covid-19 Wardens Due to the nature of the work it may be difficult to recruit people with the right professional expertise to manage covid-19 enforcement activity.	Tracey Beattie	- Prioritisation of COVID-19 enforcement work and spread over environmental protections and food and safety - Funding available	(4 x 3) 12	- Continue to utilise volunteers - Recruit agency staff - Recruitment to advisor posts - Increasing Coms messages around compliance with Covid guidelines	(4 x 2) 8

Service	Risk (title / full description)	Risk Owner	Key Existing Controls	Current Rating (I xL)	Controls planned	Mitigated Rating (I xL)
MKS ICT	Remote system Failure Failure of remote system means staff across the Council are unable to work from home	Chris Woodward	-Replica/side by side system in operation	(4 x 3) 12	Potential to increase number of licenses at short notice being investigated	(4 x 2) 8
Mid Kent Audit	Loss of Motivation Losing / failing to maintain positive and motivated team members as a result of changes in process and staff including impact of Covid & remote working	Rich Clarke	- Regular 1:1s with team to enable feedback of issues & problems - Commitment to deliver & support staff training & development - Team day centred around 'team' each year. - Reward and recognition. - Opportunities for team to take on additional duties to aid development.	(4 x 3) 12	- Look to enhance communication channels (esp. as remote working looks to be the 'new normal')	(4 x 2) 8
Mid Kent Audit	Reduced Health & wellbeing A failure to adequately manage triggers leads to diminishing health and wellbeing within the audit team and consequent increases in absence and reductions in work quality and efficacy.	Rich Clarke	- Use of existing resources and policies across Mid Kent (e.g. EAP, Mental Health First Aiders) - Attendance at 'building resilient teams' training and adherence to key points - Ongoing pastoral discussion and supervision within management 1:1s - Monitoring worked hours and action to alleviate unmanageable workloads - Increased 'check ins' via new HR approach & modified remote working	(4 x 3) 12	- Look longer term about available communication channels and approach as possibility of longer term remote working appears more likely	(4 x 2) 8
Economy & Community (Culture and Places)	Visitor Economy Framework A lack of a co-ordinated approach to tourism business development may limit economic growth and jobs	Lyn Newton	Framework and additional resource in place. Monthly analytical reports. Social media interactions and web pages.	(4 x 3) 12	Setting up area groups (Fav has its own forum, Sheppey next to set up). Quarterly meetings with Cabinet meeting to monitor progress.	(3 x 2) 6
Private Sector Housing	Difficulty Recruiting Due to skills and experience required difficult to replace staff who leave	Glyn Pritchard	Market salary, ongoing good quality training, effective recruitment processes in place	(4 x 3) 12	Ability to provide temporary cover. Undertake job re-evaluations	(3 x 2) 6
Licensing	Recruitment of Licensing Team Leader Lack of time to progress recruitment for resourcing Licensing Team Leader.	Della Fackrell	None at the moment	(3 x 4) 12	Meet with HR to establish what extra support they can provide. Legal support for putting together interview questions.	(3 x 2) 6
Planning Services	New Planning Regs - Frontloading of Planning Policy The new Planning Regulations cause extra costs associated with planning policy to adapt to the frontloading	James Freeman	Statement of Community Involvement (SCI) setting out engagement strategy New website Kent Planning Policy Officers Forum/KPOG Planning Agents Engagement Group Existing partnerships	(4 x 3) 12	Employ qualified Urban Planners/Designers Transfer of skills from DM Effective Project Planning Monitoring the SCI	(2 x 2) 4

Service	Risk (title / full description)	Risk Owner	Key Existing Controls	Current Rating (I xL)	Controls planned	Mitigated Rating (I xL)
Planning Services	New Planning Regs - Skills Lack of officer skills to support the new planning system. Lack of qualified Urban Planners/Designers and lack of existing transferable skills.	James Freeman	Cross district training in specialist skills. Existing Urban Designer and Conservation Design Manager. Design South East Membership Existing staff training others	(3 x 4) 12	Formal training opportunities to diversify skills of existing Planning staff	(2 x 2) 4
Mid Kent Environmental Health	Insufficient Resources (Staff) Insufficient resources to respond to requirements of FSA and other statutory responsibilities (including Covid)	Tracey Beattie	- Recruitment into vacant posts and temporary cover - Prioritising workloads to enable effective management of demand - Training staff to expand competency - Review of the service demands and resource have been made as a result of increased political and public awareness of coronavirus in Swale and Maidstone.	(4 x 3) 12	- 1.5 vacancies in Food & Safety team, 2 long term. Planned recruitment to vacancies. - Shared service recruitment of posts and contractors to meet demand of inspection. Development of graduate EHO with option to recruit to vacancy in 2021.	(2 x 2) 4
Dem Services	Insufficient resources Not enough resources to effectively manage all additional Committee meetings on top of existing ones (Local plan, Area Committees, re-organised from Covid).	Jo Millard	- Member of staff from another team seconded to assist on Area Committee meetings	(4 x 3) 12	- Recruiting an additional member of staff to assist (and training them)	(2 x 1) 2