

**Corporate Risk Register 2020-2021
Analysis of Risks**

Gravesham Borough Council's Corporate Risk Register is the result of an annual strategic risk management exercise that is conducted to identify, analyse and prioritise those risks that may affect the ability of the council to achieve its corporate objectives. Finance & Audit Committee have responsibility for monitoring the effective development and operation of risk management within the council and reviewing the Corporate Risk Register prior to its submission to Cabinet for approval. This document should be read in conjunction with the report in which the outcomes from the annual risk identification exercise are presented. The following matrix is utilised when assessing whether a risk is a high, medium or low risk for the council to help determine which risks should be included in the Corporate Risk Register and which risks should be managed at departmental level:

The Risk Matrix

LIKELIHOOD	Very High	5	5	10	15	20
	High	4	4	8	12	16
	Medium	3	3	6	9	12
	Low	2	2	4	6	8
	Very Low	1	1	2	3	4
	High Risk		1	2	3	4
	Medium Risk		Negligible	Significant	Serious	Critical
	Low Risk					
	IMPACT					

The Corporate Risks that have been assessed for 2020-2021 are:

1. On-going financial viability of the Council
2. Changes in national priorities and legislation
3. Organisational capacity/ resilience
4. Universal Credit
5. Cyberattack resulting in data breach or corruption of data
6. Investment Risk

Likelihood		
Rating	Score	
Very High	5	On the evidence and knowledge of officers and members it is almost certain that this issue will occur sometime within the next year. The issue may have already occurred in previous years either at the council or elsewhere.
High	4	On the evidence and knowledge of officers and members it is very likely that this issue or event will occur in the coming year.
Medium	3	On the evidence and knowledge of officers and members the issue is more likely to occur than not in the coming year.
Low	2	On the evidence and knowledge of officers and members it is unlikely that this event will occur in the coming year. Occurrences of this risk have occurred in the past but occurrences are very few and far between.
Very Low	1	On the evidence and knowledge that this event would occur in either the coming year or in future years.
Impact		
Rating	Score	
Critical	4	The financial impact on the authority would critically threaten the council's financial stability. The delivery of service to the public could be affected either permanently or for a long duration and the council could not achieve its key objectives. There would be a seriously damaging impact on the council's reputation through poor media coverage.
Serious	3	The financial impact on the authority would be serious although would not threaten the stability of the council's financial position. Services would experience disruption with the delivery of services being affected for a number of days. Whilst the council's objectives would be met there would be significant delays in achieving them. The council would endure poor media coverage for a period of time affecting the council's reputation which would take some time to recover from.
Significant	2	There would be a financial impact on the authority however this would be manageable within the council's existing financial resources. There may be disruption to services and possibly delays in achieving the council's objectives. There may be poor media coverage which could affect the council in the long term.
Negligible	1	There is little or no financial impact of the risk to the authority. There would be no disruption to the delivery of the council's key objectives or frontline services. It is unlikely that this risk will impact on the council's reputation.

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Risk: 1. On-going financial viability of the council	Owner: Director (Corporate Services)
<p>Risk Background: Over the last decade Gravesham Borough Council, along with the rest of local government, has experienced significant and sustained cuts to its funding whilst demand on services has risen. By the end of 2019-20 the council will have experienced a cash reduction in government funding levels of some £5m (65%) since 2010-11 (excluding the funding derived from the New Homes Bonus Scheme).</p> <p>The council has faced these challenges head-on and followed a multi-faceted, proactive programme of activity to reduce its budget requirement and ensure a balanced budget which is based on sound assumptions for how planned expenditure will be met. This activity has been successfully delivered, resulting in the council being able to present a fully balanced budget for the current Medium Term Financial Plan which requires no additional savings to be delivered in the plan period to 2028-29.</p> <p>Central Government have released a Local Government Provisional Finance Settlement for one year only relating to 2020-21, with no certainty on the future of local government funding after this. The forthcoming year will see the 2020 Spending Review (setting the envelope of funding available to local government) and decisions being taken by Central Government on a number of other local government funding reforms that are planned for introduction from April 2021, including the Fair Funding Review and reforms to the current Business Rates Retention System. There is also significant uncertainty regarding the potential impacts on the economy after the UK leave the European Union.</p>	<p>Consequences:</p> <ul style="list-style-type: none"> • Inability to plan effectively due to the lack of clarity around the future level of government funding support and how the business rates retention scheme will operate in practice. • Potential for MHCLG to reduce the total funding available to the council (including retained business rates) beyond the levels projected in the MTFP to support other departmental funding pressures. • Council exposed to increased financial risk and volatility from changes to funding and any redesigned business rates scheme. • Unplanned cuts in services needed and/or drop in quality of delivery, potentially leading to damage to Council's reputation. • Financial savings not achieved. • Budgets exceeded and/or reserves depleted. • Problems stored up for the future. • Minimum working balance of £2.00 million is not maintained. • New legislative requirements not met. • Uncertainty over future large projects. • Potential for infrastructure to deteriorate. • Potential for the introduction of further statutory discounts for Business Rates payers without compensation from central government.

INHERENT RISK SCORE					RESIDUAL RISK SCORE						
Likelihood	5	Impact	4	Score	20	Likelihood	4	Impact	3	Score	12

Existing Controls	Additional Actions required to further mitigate risk	Lead Officer(s)	Target Date
1.1 Medium Term Financial Strategy in place	Continue to review reserves and working balance annually to assess financial sustainability and appropriateness of working balances and reserves as a means to manage cash flow, future requirements and unexpected events. Continue the council's financial strategy objectives and the core principles that underpin these. Development of a new Medium Term Financial Strategy for the council once the outcomes of the Fair Funding Review and Retained Business Rates Scheme design are known.	Director (Corporate Services) Assistant Director (Corporate Services)	February 2021
1.2 Medium Term Financial Plan in place	Continued maintenance of the Medium Term Financial Plan. Modelling of the effects of the Fair Funding review and Retained Business Rates Retention Scheme once known.	Director (Corporate Services) Assistant Director (Corporate Services)	Ongoing to March 2021
1.3 Budget Monitoring Process	Continue the programme of development for the council's Financial Management System. New performance measure implemented to assess compliance with budget monitoring arrangements. Continue to proactively respond to central government consultations on funding for local government	Assistant Director (Corporate Services)	Ongoing to March 2021

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<p>Risk: 2. Changes in national priorities and legislation</p>	<p>Owners: Chief Executive and Management Team</p>
<p>Risk Background: Good governance requires that the council is fully informed of legislation and national priorities' including Nationally Significant Infrastructure Projects (NSIPs) to ensure that it is best placed to respond to any implications for its operations or, the Borough more widely.</p> <p>Following the General Election in December 2019, the Queen's Speech introduced the government's formal programme of prospective legislation. Alongside key policy announcements, prospective legislation that impacts upon local government service provision include:</p> <ul style="list-style-type: none"> • Domestic Abuse Bill. • Employment Bill. • Serious Violence Bill. • Sentencing Bill. • Environment Bill • Telecommunications Infrastructure Bill. • Renters' Reform Bill. • Fire Safety Bill, Building Safety Bill. • Armed Forces (Legal Protections) Bill. • European Union (Withdrawal Agreement) Bill. <p>On enactment of relevant legislation, the council will potentially face new statutory duties, responsibilities or standards with which to adhere, potentially challenging existing services and working practices.</p> <p>Additionally, in January 2020 the European Withdrawal Agreement Bill was enacted by parliament. Whilst the broader social and economic uncertainty associated with delivery of 'Brexit' has subsided, there remains inherent risk relating to the transition period and the next phase of withdrawal. The Government's trade negotiations, both in terms of timescale and final content, present risks in terms of further legislative developments and, more directly, the potential to cause financial instability to council income and investments via national economic uncertainty.</p> <p>In respect of NSIPs, current proposals that are being progressed and have potential impact on the borough include:</p> <ul style="list-style-type: none"> • Lower Thames Crossing (in Gravesham and Thurrock) • Thurrock Flexible Generation Plant (Tilbury) • London Resort (in Dartford/Gravesham) <p>The council will need to ensure it has access to sufficient and appropriate resources to enable it to effectively respond to these proposals, as further information is released.</p>	<p>Consequences:</p> <ul style="list-style-type: none"> • Change of strategic direction for the council. • Breakdown in governance controls and processes. • New legislative and regulatory duties not met and the potential for legal challenge. • Severe financial position, challenging the council's ability to deliver the corporate objectives and policy commitments within the Corporate Plan. • Logistical challenges to the delivery of council services and effectiveness of the council's supply chain. • Sustained levels of service underperformance, resulting in a failure to meet community needs and expectations. • Additional costs/workload pressures for staff impacting morale, sickness absence and future recruitment and retention. • Increased scrutiny from Members, agencies, media and community stakeholders / reputational damage. • The council may need to redirect resources to enable responses to consultations and other processes quickly.

INHERENT RISK SCORE				RESIDUAL RISK SCORE							
Likelihood	5	Impact	4	Score	20	Likelihood	5	Impact	3	Score	15

Existing Controls	Additional Actions required to further mitigate risk	Lead Officer(s)	Target Date
2.1 Timely policy insight	Circulation of monthly policy briefings and timely legislative updates.	Corporate Performance Manager	Monthly until March 2021

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Existing Controls	Additional Actions required to further mitigate risk	Lead Officer(s)	Target Date
2.2 Commitment to informing government policy	Working alongside partner agencies (LGA etc.), deliver proactive responses to formal consultations and policy papers from central government to ensure Gravesham's strategic position is effectively represented.	Wider Management Team	Ongoing to March 2021
2.3 Proactive engagement with partner agencies	Ensure a strong commitment to the council's partnership working arrangements and sustaining Gravesham's involvement with key stakeholder agencies and working groups on a national and local basis including (but not exclusive to): - Local Government Association - District Councils Network - Kent Finance Officers Group - Kent Resilience Forum	Wider Management Team	Ongoing to March 2021
2.4 Planning for Business Continuity	Business Continuity Plans to be reviewed and updated to ensure they remain fit for purpose.	Wider Management Team	March 2021
2.5 Establishment of a new Member training and development plan	Development of a Member Training and Development Plan to provide ongoing support all Members.	Committee Services Manager/Wider Management Team	March 2021
2.6 Maintain proactive briefing and information sharing arrangements between council departments, Members and staff to ensure an effective and coordinated response to significant projects in the Borough	Develop effective working practices between departments to enable information sharing and coordination of responses on behalf of the council. Put in place a mechanism which enables regular updates to be provided to Members	Director (Planning & Development)	March 2021

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Risk: 3. Organisational capacity/resilience	Owners: Chief Executive and Management Team
<p>Risk Background: The council's Management Team have put in place a number of arrangements to help the effective direction of the council's finite staffing resources, including approval of all new appointments and the cessation of temporary staff contracts and non-contractual overtime (except in exceptional circumstances). This is intended to reduce the risk of key person dependency and poor resilience by recognising and improving organisational capacity and resilience where needed, identifying critical tasks, working flexibly across departments and developing the skills and abilities of key leaders and staff.</p> <p>In developing its working arrangements the council will also need to manage the aging operational buildings from which it delivers services to ensure these remain fit for purpose and capable of supporting its ways of working and the methods of access preferred by service users.</p> <p>The council also needs to ensure that it has plans in place to cope with other potential impacts on capacity which may result from severe weather, building damage or pandemic to ensure that key services can continue to be delivered, particularly in light of the current coronavirus outbreak.</p>	<p>Consequences:</p> <ul style="list-style-type: none"> • Council unprepared for changes resulting in pressure being placed on resources, this in turn could lead to the council struggling to meet changes in demand for services. • Services areas with reduced staff will suffer a greater impact which in turn will add pressures on already stretched resources. • Increased organisational stress can negatively impact productivity, which in turn can reduce staff motivation, create low morale and increase sickness and stress levels. • The council will be required to provide additional help and support to overcome the problems that result from increased organisational stress. • Increases in liability claims and weaknesses in internal controls could result due to there being insufficient staff resources to carry out essential roles and responsibilities. • Cuts in services and a potential drop in service quality is also possible

INHERENT RISK SCORE				RESIDUAL RISK SCORE							
Likelihood	5	Impact	4	Score	20	Likelihood	5	Impact	3	Score	15

Existing Controls	Additional Actions required to further mitigate risk	Lead Officer(s)	Target Date
3.1 Effective Allocation of resources	<p>Management Team to continue to receive all requests to fill vacant posts.</p> <p>Management Team to continue to receive periodic information regarding staff resourcing costs v budget, which includes information on vacancies to enable discussion on this.</p> <p>Annual review of vacant positions within the authority.</p> <p>Annual review of the delivery of existing shared services to confirm that these continue to work well, provide resilience and offer career opportunities for staff.</p> <p>Continue to develop and use technology where possible to free up resources that could be allocated to other tasks.</p>	Management Team	Ongoing to March 2021
3.2 Flexible working arrangements	<p>Consider ways in which the workforce can work more flexibly, including shared services, work patterns, appropriate remote working and use of available technology.</p> <p>Continue to offer apprenticeship positions that focus on ensuring that, at the end of the training contract, apprentices are 'job ready'. Seek to train apprentices in areas where the council may be having difficulties in recruitment.</p>	Management Team	Ongoing to March 2021

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Existing Controls	Additional Actions required to further mitigate risk	Lead Officer(s)	Target Date
3.3 Provision of training and support	<p>Retain a specific budget for supporting staff training and development.</p> <p>In line with the Investors In People (IIP) Action plan, ensure annual appraisals are carried out for all staff to identify training needs, alongside periodic one to one meetings to monitor performance and identify any further training needs.</p> <p>Continue to offer all employees e-learning and face to face training opportunities via the HRA Shared Service iShare training system.</p>	Director (Communities)	Ongoing to March 2021
3.4 Workforce Support	<p>Continue to operate the Joint Staff forum to update the workforce on key issues regarding the Council and give employees the opportunity to raise any concerns they may have.</p> <p>Deliver the IIP action plan.</p> <p>Continue to actively proactively and positively engage with Trade Unions.</p> <p>Continue communication to promote Occupational Health, the Employee Assistance Programme and the Mental Health Champions as further confidential support services for staff.</p>	Director (Communities)	Jan 2021
3.5 Operational Building Management	<p>Asset Management Group to maintain oversight of the operational buildings used to deliver council services.</p>	Director (Communities)	Jan 2021
3.6 Effective Business Continuity Framework	<p>Review all Business Continuity plans on an annual basis to ensure that they are up to date and fit for purpose.</p> <p>Develop existing information for local businesses or organisations with regards to the importance for their own resilience during a potential Business Continuity event that affects their business and staff.</p>	Wider Management Team	Jan 2021

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Risk: 4. Universal Credit					Owner: Director (Corporate Services)						
<p>Risk Background: Gravesham adopted Universal Credit 'Live' service in its most basic form on the 18 May 2015 for single residents only in prescribed circumstances. The impact was minimal and did not produce a risk score. Universal Credit live service was closed to new claims from 31 December 2017. Universal Credit 'Full' service commenced in May 2018 and was available for all types of claimant with the exception of a few categories. The Department for Work and Pensions (DWP) had overall responsibility for implementing Universal Credit, although the Council has a key role in providing Universal Support to residents who wish to claim.</p> <p>From 1 April 2019 the DWP sub contracted Citizens Advice to do the Assisted Digital Support and Personal Budgeting Support directly to residents. Implementation of additional analytical software to support the Housing Income Team along with regular income collection performance monitoring, review of income collection procedures and audits and early intervention to support tenants has assisted in dealing with this risk adequately.</p> <p>The Work and Pensions Secretary announced Feb 2020 that the full roll-out of Universal Credit has been delayed from Dec 2023 to Sept 2024 as data now suggests that natural migration over to Universal Credit through changes to people's circumstances is happening less frequently than previously predicted.</p>					<p>Consequences: There remains much uncertainty as to the exact direct and indirect consequences of the changes upon the authority, particularly whether resources to support the scheme will still be required to be retained by the council (and at what level) once administration of Universal Credit is taken over by the Department for Work and Pensions in its entirety. The latest announcement (Feb 2020) has again delayed managed migration this time to Sept 2024. This makes it difficult to predict the resourcing requirements of the benefits service. Data shows that Full service caseload is continuing to reduce and the number of new claims received is starting to reduce however the workload has actually increased as a result of the number of notifications that the DWP JCP send through on a daily/weekly basis.</p> <p>Direct consequences are;</p> <ul style="list-style-type: none"> • A reduction in HB caseload. • A reduction in council dwelling rental income and increase in rent arrears as payments will be made direct to the tenant, rather than direct to the rent account as they are now. • Increase in workload for Housing Team. • Increases in evictions/homelessness/voids. • Rise in level of corporate debt. • Customers may suffer hardship. <p>Indirect consequences are also expected, with increased costs of cash handling through the shift away from rebating benefit to cash transactions.</p>						
INHERENT RISK SCORE			RESIDUAL RISK SCORE								
Likelihood	5	Impact	3	Score	15	Likelihood	4	Impact	3	Score	12

Existing Controls	Additional Actions required to further mitigate risk	Lead Officer(s)	Target Date
4.1 Regular meetings planned to take place with JCP Senior Officers	<p>Meetings were scheduled at the beginning of the year to take place monthly. These have been taking place as planned and are regularly attended by Housing Income Officers, Citizens Advice, JCP and Housing Benefits. We have recently included Housing Options in our attendees list. Any issues are highlighted and discussed by all organisations which is invaluable for successful networking and keeping up to date with latest changes.</p> <p>On a weekly basis we take part in a tele kit for improving the customer experience. This is hosted by the DWP and involves staff from the Jobcentre, UC Service centre and Local Authorities.</p> <p>We are also carrying out a Job Shadowing exercise where JCP staff are spending time at the Civic Centre with HB staff, Housing Income and Housing Options staff. This will be reciprocated for Local Authority staff to attend the Jobcentre.</p>	<p>Head of Revenues and Benefits Assistant Revenues and Benefits Manager Housing Income Manager</p>	<p>Ongoing to March 2021</p>
4.2 Customers support with claiming Universal Credit and managing finances	<p>Citizens Advice (CA) now provides Help to Claim Service which is funded directly by the DWP. This support is given in the early stages of the Universal Credit claim, from application through to first payment. It is a dedicated service which is free to the claimant, independent, confidential and impartial. CA do attend our meetings and regularly keep us informed of any issues they may encounter. As well as providing a service out of the Civic Centre they do also have a presence in the Jobcentre where appointments are scheduled.</p>	<p>Head of Revenues and Benefits Housing Income Manager</p>	<p>Ongoing to March 2021</p>

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4.3 Contact with residents as well as social and private landlords to establish impact of Universal Credit	Regular liaison continues with the DWP, CA and Housing. We have updated our correspondence that is issued to claimants where necessary to advise on claiming Universal Credit. We do have ad-hoc contact with landlords and organisations whereby any advice is given. Equally we sign post to the Jobcentre and GOVUK as and when appropriate.	Head of Revenues and Benefits Housing Income Manager	Ongoing to March 2021
4.4 Maintain briefing arrangements for Members and staff and provide regular updates of any changes	Briefings for staff take place on a regular basis through Team Meetings and Staff bulletins. Members are kept up to date via briefings at P&A. Also Universal Credit was included in the recent Member training that was rolled out.	Head of Revenues and Benefits Housing Income Manager	Ongoing to March 2021

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Risk: 5. Cyberattack resulting in data breach or corruption of data					Owner: Director (Corporate Services)						
<p>Risk Background: As more reliance grows on IT Systems the risks surrounding a cyberattack disrupting those systems becomes more important. Whilst there is no specific targeted threat to local government (confirmed by the National Cyber Security Centre), criminal activity via Cyber methods remains the most likely motivation. The "Official 2019 Annual Cybercrime Report," by Cybersecurity Ventures lists Cyber Crime as the world's biggest criminal growth industry.</p> <p>Whilst technical and non-technical controls can be put in place to reduce the ease at which an IT Infrastructure can be attacked, unknown vulnerabilities (zero day threats) and / or a determined attacker can defeat even the most secure systems.</p> <p>The target dates specified for controls are marked as ongoing since constant management action is required to ensure we do not slip backwards with our arrangements and defences.</p> <p>Alongside protecting systems should be a well-practiced incident response plans.</p>					<p>Consequences:</p> <ul style="list-style-type: none"> • Unavailability of systems for normal use in service delivery. • Destruction of systems and data. • Theft of data for criminal use. • Financial loss. • Reputational damage. • Extended period to recover council services to usual business. 						
INHERENT RISK SCORE			RESIDUAL RISK SCORE								
Likelihood	4	Impact	4	Score	16	Likelihood	3	Impact	4	Score	12

Existing Controls	Additional Actions required to further mitigate risk	Lead Officer(s)	Target Date
5.1 Technical Security Control Arrangements	Maintain existing security control arrangements. Replace the existing firewall with a device that also provides email and web filtering capabilities, reducing the footprint in the IT server room. Upgrade the log monitoring system.	Assistant Director (Transformation & IT)	Ongoing to March 2021
5.2 Back up arrangements	Maintain offsite backup arrangements. Implement enhancements to arrangements for recovery site (estimated to be complete by summer 2020).	Assistant Director (Transformation & IT)	Ongoing to March 2021
5.3 Participation with relevant warning bodies	Continue to be part of the Kent Warning, Advice and Reporting Points (WARP) Group. Continue to actively attend briefing events held by the National Cyber Security Centre.	Assistant Director (Transformation & IT)	Ongoing to March 2021
5.4 Engagement with Cyber bodies	Continue to engage with the National Cyber Security Centre and make use of their Active Cyber defence tools. Continue to be active participants on the LGA Cyber Technical Advisory Group whose purpose is to promote best practice and awareness of cyber issues to the local government sector.	Assistant Director (Transformation & IT)	Ongoing to March 2021
5.5 Improvements to existing controls	Continue to proactively maintain arrangements to upgrade council devices and maintain the patch management solution (ensuring computers can be kept up to date with software updates), as well as the Mobile Device Management (MDM) and Secure Email solutions to better protect mobile devices. Implement further enhancements to MDM and USB device control.	Assistant Director (Transformation & IT)	Ongoing to March 2021

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Existing Controls	Additional Actions required to further mitigate risk	Lead Officer(s)	Target Date
5.6 Business Continuity planning	Update departmental business continuity plans to include a realistic recovery time objective for services. Review the IT disaster recovery plan during 2020 to take account of changes in storage infrastructure.	Assistant Director (Transformation & IT)	Ongoing to March 2021
5.7 Engagement with Local Resilience Partnership	Take an active role with the Kent Resilience Team to develop an incident response plan for the county which will provide a structure for managing a cyber incident based upon existing protocols (using JESIP - Joint Emergency Services Interoperability Principles).	Assistant Director (Transformation & IT)	Ongoing to March 2021
5.8 Cyberattack exercise scenarios	Continue to participate in cyberattack workshops as these become available. Undertake further activities during 2020 with the National Cyber Security Centre "exercise in a box" service.	Assistant Director (Transformation & IT)	Ongoing to March 2021

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Risk: 6. Investment Risk					Owner: Director (Corporate Services)						
<p>Risk Background: As part of its strategy to respond to a decade of significant and sustained cuts, over the last four years the council has increased its exposure to investment risk and commercial risk through the diversification of its investment activity and Property Acquisition Strategy.</p> <p>The council holds £20m of investments in Multi-Asset Funds and Property Funds; this provides greater opportunities for the council to generate investment yields beyond those offered by traditional banks and building societies, but also greater exposure to fluctuations in the capital value of the investments held.</p> <p>To date, the Property Acquisition Strategy has secured interests in seven commercial property holdings valued at £22m, generating some £1.5m in rental income per annum. The strategy does, however, expose the council to risks around movements in commercial property values and the strength of financial standing of the tenants of these properties.</p>					<p>Consequences:</p> <ul style="list-style-type: none"> • Investments do not perform as expected. E.g. due to economic downturn, which impacts on the balance sheet value of assets. • Greater exposure to risk of void periods and loss of income if commercial tenants fail or hand back premises when their lease allows. • Landlord responsibilities on commercial properties exceed anticipated levels e.g. due to increased void periods and associated outgoings such as empty rates, utility, maintenance and refurbishment costs. • Spending plans are based on levels of commercial rental income and investment income that are not achieved, affecting core council service delivery. • Balance sheet value of assets is eroded. • Negative impact on council reputation. 						
INHERENT RISK SCORE			RESIDUAL RISK SCORE								
Likelihood	5	Impact	3	Score	15	Likelihood	5	Impact	2	Score	10

Existing Controls	Additional Actions required to further mitigate risk	Lead Officer(s)	Target Date
6.1 Treasury and Investment Framework	Continue to maintain the Treasury Management Strategy Statement, Capital Strategy and Property Acquisition Strategy to formalise the agreed parameters for investment.	Assistant Director (Corporate Services)	Ongoing to March 2021
6.2 Monitoring and review of treasury activity	Continue to provide and develop quarterly monitoring of treasury and commercial investment activity, to both officers and Members, to report and review performance of the diversified investment portfolio.	Assistant Director (Corporate Services)	Quarterly to March 2021
6.3 Financial Protection	Maintain the commercial income protection reserve, the balance of which is set at 15% of investment income in any year. Continue the close working relationship between Financial Services and Property Services to enable early identification of any risks or opportunities from the council's commercial property portfolio.	Assistant Director (Corporate Services)	Ongoing to March 2021
6.4 Professional advice and support	Ensure that ongoing advice and support is sought from the council's Treasury and Economic advisors and other experts as required. Ensure that any new activity is subject to appropriate due diligence, including seeking advice and support from external experts as required.	Assistant Director (Corporate Services)	Ongoing to March 2021

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Risk: 7. Withdrawal of the United Kingdom from the European Union				Owners: Management Team							
<p>Risk Background: The UK is scheduled to leave the EU at 11pm on 31 January 2020 with a withdrawal deal, and will then go into a transition period that is scheduled to end on 31 December 2020.</p> <p>During this period the UK will effectively remain in the EU's customs union and single market, but will be outside the political institutions. There will be no British members of the European Parliament. Over the course of the coming months the UK will seek to negotiate a trade deal with the EU. If no trade deal is able to be agreed and ratified, there is a risk that the UK could be subject to tariffs on exports to the EU. The UK will also need to agree how it will interact with the EU on other issues such as security and law enforcement.</p>				<p>Consequences:</p> <ul style="list-style-type: none"> • Lack of clarity on when the EU withdrawal may take place or impact on government spending plans. • Potential longer term impacts on staffing and future recruitment and legal and regulatory framework of the country. • Potential impacts on the council's supply chain and the procurement of supplies and services (through actual supply and inflation-linked contracts). • Potential to cause instability in interest rates, affecting investment decisions, returns from current investments and pension fund liabilities. Potential to cause a downgrading in UK sovereign rating and UK institutional ratings, limiting options for investment decisions. Impact may also be felt on existing commercial property rental income returns and capital values. • Potential impacts on funding for longer term regeneration and infrastructure development plans. • Increased risk of intentional attempts to disrupt council services around key dates through cyber and other means. • Social Unrest and increase in public disorder. 							
INHERENT RISK SCORE			RESIDUAL RISK SCORE								
Likelihood		Impact		Score		Likelihood		Impact		Score	
Existing Controls			Additional Actions required to further mitigate risk				Lead Officer(s)		Target Date		
<i>It is considered difficult at this time to assess the risks or benefits that may be associated with the UK leaving the European Union. Given the nature of the activity, it is considered that this will be captured in Risk 2: Changes in national priorities and legislation.</i>											

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Risk: 8. Implementation of Homelessness Reduction Act					Owners: Director (Housing and Operations) Assistant Director (Housing Policy and Management)						
<p>Risk Background: The Homelessness Reduction Bill received Royal Assent on 27th April 2017 and was enacted on 1 April 2018. The Act amends many of the previous homelessness duties and brought in a substantial number of new duties. This has resulted in a higher demand for homelessness advice and support which has been funded through New Burdens Funding; by its nature this funding will not continue indefinitely.</p> <p>In response to the implementation of The Act, the council has reviewed and put in place systems and procedures to ensure its ability deliver the additional duties. There will need to be ongoing monitoring of demand levels by government to ensure adequate funding is made available as required.</p>					<p>Consequences:</p> <ul style="list-style-type: none"> • New legislative requirements not met. • Budgets depleted in attempts to fulfil the additional requirements. • Reputational damage. 						
INHERENT RISK SCORE			RESIDUAL RISK SCORE								
Likelihood	5	Impact	3	Score	15	Likelihood	3	Impact	3	Score	9

Existing Controls	Additional Actions required to further mitigate risk	Lead Officer(s)	Target Date
8.1 Understanding of service duties	Continue regular interaction with advisers at the MHCLG. Continue investigations into alternative sourcing of temporary accommodation.	Assistant Director (Housing)	Ongoing to March 2021
8.2 Team Structure	No change identified and being required at present.	Assistant Director (Housing)	Ongoing to March 2021

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Risk: 9. Civil Risk- Major Disaster etc.	Owner: Chief Executive
<p>Risk Background: Under the Civil Contingencies Act 2004, the Kent Resilience Forum (KRF) partners are required to assess the risks in their area. KRF partners achieve this by working together to develop the 'Kent Community Risk Register'. The risk register is informed by national guidance and developed locally with partners, including Gravesham Borough Council and subject matter experts. The final register is endorsed by the strategic representatives of all KRF partners.</p> <p>Very High Risks include; severe inland flooding, influenza-type disease. High Risks include; severe weather, localised flooding, environmental, loss of utilities etc. Medium Risks include; industrial accidents, transport accidents including shipping, major food contamination incidents, structural infrastructure failure, animal health, industrial action etc.</p>	<p>Consequences:</p> <ul style="list-style-type: none"> • Unavailability of Council offices / depots due to explosion, fire flood or police cordons around Council buildings. • Operational emergencies due to severe weather conditions, fire, or major incident. • Availability of staff to deliver key services if trained volunteers are taken away to deal with a major incident in the borough (the Council is a Category 1 responder under the Civil Contingencies Act). • Loss of key business systems due to power problems, system failure or cyber-attack. • Sustained industrial action affecting key services. • Potential for contractor's business continuity plans to be unfit for purpose. • Loss of Reputation.

INHERENT RISK SCORE					RESIDUAL RISK SCORE						
Likelihood	2	Impact	4	Score	8	Likelihood	2	Impact	3	Score	6

Existing Controls	Additional Actions required to further mitigate risk	Lead Officer(s)	Target Date
9.1 Appropriate Contingency Plans	Review and update Major Emergency Plan, Borough Emergency Centre Plan and Multi-Agency Flood Plan. Organise regular testing of plans in partnership with the KRF, including both desktop and live exercises.	Chief Executive (as part of the KRF Executive Board) Director (Communities) District Emergency Planning Lead	Jan 2021
9.2 Effective Business Continuity Framework	Review all BC plans on an annual basis to ensure that they are up to date and fit for purpose. Develop existing information for local businesses or organisations with regards to the importance for their own resilience during a potential BC event that affects their business and staff.	Wider Management Team	Jan 2021

**Corporate Risk Register 2020-2021
Analysis of Risks**

Risk: 10. Shared Service Risk- Increased exposure to risk to Gravesham Borough Council from being involved in shared services	Owner: Management Team
<p>Risk Background:</p> <p>The council has embarked on a number of shared services in recent years across various services including HR, Legal, Information Governance and Licensing.</p> <p>There is a risk that the financial position of other councils with whom Gravesham Borough Council is sharing services, could result with spending restrictions being implemented. This could cause requests to recruit to vacant posts being frozen impacting on capacity within shared teams and ultimately causing delays in service delivery.</p>	<p>Consequences:</p> <ul style="list-style-type: none"> • Direct impact on service delivery both internally across the council and externally to residents of the borough. • Increase in the number of 'unsatisfactory' internal audit reports/potential impact on ability of internal audit team to complete audit reviews. • Potential delays in decisions impacting directly on service delivery due to delays in advice/guidance from teams.

INHERENT RISK SCORE					RESIDUAL RISK SCORE						
Likelihood	3	Impact	3	Score	9	Likelihood	3	Impact	2	Score	6

Existing Controls	Additional Actions required to further mitigate risks	Lead Officers	Target Date
10.1 Annual reviews of all shared working arrangements.	Continue to conduct reviews and monitor of the outcomes of the reviews by officers and Members.	Corporate Change Manager	Throughout the year as annual reviews are time-tabled.
10.2 Performance Management Meetings between the officers responsible for the shared management arrangements at each site.	Implementation of more regular, ongoing performance monitoring meetings between the responsible officers at Medway Council and Gravesham Borough Council.	All managers responsible for shared services at Gravesham	To be implemented as required and at desired frequency

**Corporate Risk Register 2020-2021
Analysis of Risks**

Risk: 11. Non-delivery of key developments					Owner: Director (Planning & Development)						
<p>Risk Background: Gravesham has a number of key sites which have not been brought forward for development by landowners. This is particularly prevalent within Gravesend Town Centre with sites such as the area formally known as the Heritage Quarter, the Canal Basin, Old Police Station and the old Gravesend Hospital remaining undeveloped and, in some cases, falling derelict. These 'stalled sites' are creating pressures on the council in a number of ways; they are failing to deliver much needed housing within the borough, as well as meeting housing delivery targets imposed by Central Government; they are stifling economic regeneration as part of the council's place-shaping role; they are preventing the borough unlocking its economic potential through the creation of new communities, providing employment opportunities and making the most of the arts and cultural offering and heritage the borough has to offer. They also play a significant role in delivering the Local Plan for the borough.</p> <p>The council has made a clear commitment in recently adopted Corporate Plan to work towards a regenerated Gravesend and Northfleet, delivery of new homes and to stimulate economic growth. Any delay in bringing key sites forward for development will impact on the delivery of these objectives.</p>					<p>Consequences:</p> <ul style="list-style-type: none"> • Failure to deliver much needed housing and economic development for the borough, as well as associated employment opportunities. • Failure to deliver against Corporate Plan Commitments. • Increased pressures on social housing and private housing supply • Reputational risk. • Reduced opportunity to secure inward investment into the borough. • Potential difficulty in attracting other partners/developers. • Reduced opportunities to generate additional income to the council. • Increased uncertainty over future projects. • Potential for infrastructure to deteriorate. 						
INHERENT RISK SCORE			RESIDUAL RISK SCORE								
Likelihood	4	Impact	3	Score	12	Likelihood	3	Impact	2	Score	6

Existing Controls	Additional Actions required to further mitigate risk	Lead Officer(s)	Target Date
11.1 Corporate Performance Monitoring	Monitoring of delivery of associated Corporate Plan objectives.	Director (Planning & Development)	Ongoing to March 2021
11.2 Stalled Sites Working Group	Prioritisation of sites for focus by the group, including council-owned and privately owned sites. Implementation of actions to increase the probability of privately-owned sites being brought forward for development, including informal action, legal action and liaison with key bodies and agencies such as Homes England and the Ebbsfleet Development Corporation.	Director (Planning & Development)	Ongoing to March 2021
11.3 Council development	Focus on bringing forward council –owned sites such as Lord Street and The Charter (formally Eastern Quarter).	Director (Planning & Development)	Ongoing to March 2021