

**Corporate Risk Register 2021-2022
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 2021-2022 are:

1. On-going financial viability of the Council
2. Changes in national priorities and legislation
3. Organisational capacity/ resilience
4. Cyberattack resulting in data breach or corruption of data
5. Investment risk
6. Universal credit
7. Withdrawal of the United Kingdom from the European Union
8. Civil risk e.g. flooding, major disaster etc.
9. Digital transformation and remote working.

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. The Council proactively responded to these financial challenges by implementing a programme of activity designed to increase income and reduce expenditure, successfully delivering £4.25m of base budget reduction by 2020.</p> <p>New financial challenges have arisen due to the COVID-19 pandemic. The Council has experienced immediate losses in-year against collection against key income lines such as council tax, business rates, car parking and investment income. These income lines are likely to take a period of time to recover and, in some instances, may take a significant time to recover to pre-COVID levels.</p> <p>There also remains great uncertainty around the way in which local government will be funded in the future; many central government funding announcements have been put on hold this year due to parliamentary and government departmental time being diverted to responding to the COVID-19 pandemic and the end of the transition period of the UK leaving the EU. Local government finds itself once again being issued with a single year settlement, with no certainty of the mechanism by which local government will be funded in future years, making longer term planning extremely challenging.</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 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, Retained Business Rates Scheme design and other local government funding reform are known.	Director (Corporate Services) Assistant Director (Corporate Services)	February 2022
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, Retained Business Rates Retention Scheme and other local government funding reform once known.	Director (Corporate Services) Assistant Director (Corporate Services)	Ongoing to March 2022
1.3 Budget Monitoring Process	Continue the programme of development for the council's Financial Management System. Ensure adequate 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 2022

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Risk 2: Changes in national priorities and legislation					Owners: Chief Executive and Management Team						
<p>Risk Background: Good governance requires that the council is fully informed of legislation, national priorities including Nationally Significant Infrastructure Projects (NSIP) to ensure that it is best placed to respond to any implications for its operations or the Borough more widely.</p> <p>The last year has created new challenges in responding to the council in responding to government policy announcements, particularly at short notice as Central Government led the national response to the COVID-19 pandemic. As the country enters the recovery phase, further policy guidance and legislation is expected from this, in addition to legislative changes to respond to the end of the transition period of the UK exiting the EU. 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>In respect of NSIP, current proposals that are being progressed include:</p> <ul style="list-style-type: none"> • Lower Thames Crossing (in Gravesham) • 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 2022
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 2022
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 2022
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 2022
2.5 Continuation of the Member training and development plan	Member Training and Development Plan prepared and delivered to provide ongoing support all Members.	Committee Services Manager/Wider Management Team	March 2022

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Existing Controls	Additional Actions required to further mitigate risk	Lead Officer(s)	Target Date
<p>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</p>	<p>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.</p>	<p>Director (Planning & Development)</p>	<p>March 2022</p>

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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>The council's workforce, particularly those office based staff, have needed to adapt to working practices due to the Covid -19 pandemic and there is an increase in the level of work completed remotely.</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>All requests for filling of vacant posts are reviewed by Management Team and in addition posts that have been vacant for over a year are reviewed on an annual basis.</p> <p>The shared service arrangements are reviewed on an annual basis to ensure that they continue to meet our objectives.</p> <p>Due to Covid-19 existing staff have been allocated to new tasks and others areas of work, this work if on-going.</p>	Management Team	Ongoing to March 2022
3.2 Flexible working arrangements	<p>A Task and Finish Working group has been established to consider Homeworking/Flexible working arrangements going forward.</p> <p>Any necessary action plans identified by the working group, will be implemented to inform and shape future working arrangements and updates will be made to HR policies and procedures to support this</p> <p>A full review of Apprenticeships and work experience is currently being reviewed and taken forward at the current time.</p> <p>Currently a large number of office based staff are home working, with a skeleton staff coming into the offices. We continue to review our working practices to ensure that our staff welfare is being considered during this unsettling times, but also that the service we provide to our residents remain unaffected.</p>	Management Team	Ongoing to March 2022

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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>Training at the moment continues to be carried out virtually and the support of our employees remains a priority, so we continue to respond to issues and provide new equipment during this time. In addition we also remain committed to our employee's mental health during these unsettling times and ensure that all managers are communicating on a regular basis. In addition the Chief Executive sends out to all staff a weekly letter which contains all council and Covid-19 updates, this has proven to be very popular and effective.</p> <p>We are also encouraging all staff to attend for regular testing at the no-symptom centres and majority of staff are being tested on a 2 weekly basis.</p>	Director (Communities)	Ongoing to March 2022
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 2022
3.5 Operational Building Management	<p>A small group of staff continue to lead on the Covid compliant plans for all Civic Buildings. Regular checks are carried out to ensure compliance and we continue to adjust and change our working practices to ensure compliance with government advice. Our good working practices include additional screens, an enhanced cleaning regime, one way systems, virtual meetings and reduced occupancy in office environments to deal with the one metre distancing rules.</p>	Director (Communities)	Jan 2022
3.6 Business Continuity Framework	<p>Plans have been updated in line with Covid-19 changes and are currently being reviewed in line with the County approach to the Brexit withdrawal arrangements.</p>	Management Team	Ongoing March 2022

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Risk 4: 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. Since the onset of the Covid-19 pandemic there has been a significant increase in cybercrime as noted in the NCSC Annual Review 2020.</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
4.1 Implementation of Technical Security Controls.	Due to other commitments the new web and email filtering capability has not been progressed, but existing control systems have been arranged to remain in place for a further year. The log monitoring system has been updated and the configuration reviewed.	Assistant Director (Transformation & IT)	Ongoing to March 2022
4.2 Back up arrangements in place.	The existing offsite arrangements continue. The enhancements have been delayed by approximately six months. This is due to the physical delivery and installations not being possible due to the governments Covid-19 restrictions being in place at the time.	Assistant Director (Transformation & IT)	Ongoing to March 2022
4.3 Maintain 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 2022
4.4 Maintain direct 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 2022

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Existing Controls	Additional Actions required to further mitigate risk	Lead Officer(s)	Target Date
4.5 Improvements to existing controls.	<p>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.</p> <p>In light of the shift to working from home, additional enhancements have been made to our antivirus and end point management software to better serve users wherever they are located.</p> <p>Enhancements have also been made to our email system configuration to better protect the reputation and brand of our email domain, preventing use by unauthorised users. In a recent survey conducted of all local government email domains, Gravesham are in the top 1% for steps taken to protect our reputation.</p>	Assistant Director (Transformation & IT)	Ongoing to March 2022
4.6 Expansion of Business Continuity plans.	A new business continuity environment has now been built at Brookvale depot. Hardware is in place and the software to replicate systems is in the final stages of commissioning. The corporate move to the cloud based Microsoft 365 suite of products has also enabled additional business continuity resilience to be set up in the cloud.	Assistant Director (Transformation & IT)	Ongoing to March 2022
4.7 Engagement with Local Resilience Partnership.	The Kent Resilience Forum have deferred this work due to the level of resources being required for Covid-19 response.	Assistant Director (Transformation & IT)	Ongoing to March 2022
4.8 Conduct Cyberattack exercise scenarios.	Following on from deploying staff awareness training in July, an email phishing simulation is being planned for delivery in February 2021.	Assistant Director (Transformation & IT)	Ongoing to March 2022

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Risk 5: 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>The COVID-19 pandemic has realised these risks, affecting investment and commercial rental returns. Whilst the impact is assessed as significant, it has not yet seriously impacted the council's financial position and ability to deliver services. The financial impacts may be felt, however, for a number of years as the economy recovers.</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
5.1 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 2022
5.2 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 2022
5.3 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 2022
5.4 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 2022

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Risk 6: 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. 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. 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 last announcement (Feb 2020) again delayed managed migration this time to Sept 2024. A pilot rollout to one 'test' authority has been stopped in view of the pandemic. 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. 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	2	Impact	3	Score	6

Existing Controls	Additional Actions required to further mitigate risk	Lead Officer(s)	Target Date
6.1 Regular meetings planned to take place with JCP Senior Officers	Liaison has continued despite the Covid-19 pandemic although remotely. JCP Partnership Manager has remarked that "they are proud of the working relationship between JCP and GBC (Housing and Benefit sections)". Caseload & workload has been closely monitored and reported. The year has seen significant benefit changes with good regular update bulletins Job shadowing temporarily suspended due to the pandemic but will be resurrected as soon as practicable.	Head of Revenues and Benefits Assistant Revenues and Benefits Manager Housing Income Manager	Ongoing to March 2022
6.2 Customers given help with claiming Universal Credit and managing finance	CAB has not had a physical presence in either the Civic Centre, or the Jobcentre, due to Covid-19 restrictions during the year. They have however continued to provide the service remotely via telephone. There have been limited evictions during year due to national suspension, but Web pages are kept up to date and targeted social media messaging is in place to signpost claimants where assistance is needed. Particular advice has been promoted concerning hardship caused by the Covid-19 pandemic and relevant grants/payments that are available. Despite a significant increase in UC claimants the Housing Team has managed the level of rent arrears by the use of alternative payment arrangements to control rent arrears.	Head of Revenues and Benefits Housing Income Manager	Ongoing to March 2022

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6.3 Contact with residents as well as social and private landlords to establish impact of Universal Credit	Signposting has continued. Although JCP has advised that customer numbers have slightly reduced. Close working with JCP continues via telephone. Web pages are kept up to date and targeted social media messaging is in place to signpost claimants.	Head of Revenues and Benefits Housing Income Manager	Ongoing to March 2022
6.4 Maintain briefing arrangements for Members and staff and provide regular updates of any changes	Staff have continued to be briefed and received regular bulletins and information/training on system changes. Members have been updated via the Performance and Administration committee.	Head of Revenues and Benefits Housing Income Manager	Ongoing to March 2022

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Risk 7: Withdrawal of the United Kingdom from the European Union					Owner: Management Team						
<p>Risk Background: On 1 January 2021 the transition period with the European Union ended, and the United Kingdom now operates a full, external border as a sovereign nation. This means that controls have been placed on the movement of goods between Great Britain and the EU.</p> <p>Improving levels of trader and haulage industry preparedness for the new rules and requirements has limited disruption at the EU and GB ports with minimal queues of HGVs in Kent. In preparation for potential disruption "Operation Brock" has been developed as a system to reduce disruption in Kent while still allowing traffic to pass on both sides of the motorway</p>					<p>Consequences:</p> <ul style="list-style-type: none"> • Delivering services due to disruption to the road network as a consequence of increased border and customs checks on port freight traffic, including use of Ebbsfleet Car Park D as an inland border facility operated by HMRC has not materialised as yet, albeit there is less road traffic generally at present. Disruption in particular to waste collection and disposal and to staff ability to reach their usual place of work, has likewise not materialised, albeit the majority of staff are able to work from home so the impact is reduced. • Potential for council income from services to reduce due to service disruption or changes to customer behaviour (car parking) has not materialised, albeit we are still in lock-down. • Potential longer term impacts on staffing and future recruitment and legal and regulatory framework of the country remains a potential risk. • Potential impacts on the council's supply chain and the procurement of supplies and services (through actual supply and inflation-linked contracts) remains a risk. • 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 remains a risk but may be covered I the risk relating specifically to financial stability. • Increased risk of intentional attempts to disrupt council services through cyber and other means remains but it not necessarily linked to this perceived risk. • Social Unrest and increase in public disorder has not materialised. 						
INHERENT RISK SCORE			RESIDUAL RISK SCORE								
Likelihood	3	Impact	2	Score	6	Likelihood	3	Impact	2	Score	6

Existing Controls	Additional Actions required to further mitigate risks	Lead Officers	Target Date
7.1 The council is a key partner within the Kent Resilience Forum (KRF), who continues to co-ordinate the Kent-wide Brexit contingency planning arrangements. The council is in regular contact with relevant sub groups of the KRF and associated tactical and strategic planning meetings. The council has also taken part in various desktop exercises linked to Operation Fennel – which is the county's response to anticipated traffic disruption at the ports and associated road network.	Pro-active involvement within the overall Command & Control response phase associated with the Withdrawal of the UK from the EU, through regular daily meetings 7 days a week – where required e.g. TCG/SCG dial ins, as well as involvement in Vulnerable People & Communities Cell etc.	Chief Executive (as part of the KRF Executive Board) Director – Communities (District Emergency Planning Lead)	Jan 2022 and beyond

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<p>7.2 The council has in recent years adopted a new Business Continuity Management System that consists of; an overarching Framework document, a corporate Business Continuity Plan (made up of a series of individual Directorate BC plans), and a series of Predetermined Decisions/Activation Cards.</p>	<p>Directorates have also completed specific Brexit BC plans as well as being provided with a manager's checklist to mitigate the effects of the end of the EU Exit transition period.</p>	<p>Wider Management Team</p>	<p>Jan 2022 and beyond</p>

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Analysis of Risks**

Risk 8: Civil risk e.g. flooding, major disaster etc.					Owner: Management Team						
<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>The Kent Resilience Forum have been robustly tested over the last ten months through its response to the COVID-19 pandemic and, more recently, the end of the transition period of the UK leaving the EU.</p>					<p>Consequences: From a council perspective;</p> <ul style="list-style-type: none"> • Unavailability of Council offices / depots due to explosion, fire flood or police cordons around Council buildings • Unavailability of staff due to influenza type disease, over a long period causing issues to council service provision. • 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 cyberattack. • Sustained industrial action affecting key services. • Adequacy of contractor's business continuity plans. 						
INHERENT RISK SCORE					RESIDUAL RISK SCORE						
Likelihood	3	Impact	4	Score	12	Likelihood	3	Impact	3	Score	9

Existing Controls	Additional Actions required to further mitigate risks	Lead Officers	Target Date
8.1 County-wide contingency planning - Proactive engagement with County-wide contingency planning arrangement. The council is a key partner within the Kent Resilience Forum (KRF) and receives direct support from Kent Resilience Team colleagues with regards to developing an annual work plan, training requirements and exercising.	Review and update Major Emergency Plan, Borough Emergency Centre Plan and Multi-Agency Flood Plan. To 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)	October 2021
8.2. The council has adopted a new Business Continuity Management System, which consists of an overarching Framework document, a Corporate Business Continuity Plan (made up of individual directorate BC plans) and a series of Pre-determined Decisions/Activation Cards.	To review all BC plans on an annual basis to ensure that they are up to date and fit for purpose. To develop 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	March 2022

**Corporate Risk Register 2021-2022
Analysis of Risks**

Risk 9: Digital transformation and remote working	Owner: Assistant Director (IT & Transformation)																		
<p>Risk Background: Digital transformation is a long-term strategic priority which covers the operational systems for service delivery and the way staff deliver the service (via an increase in Remote Working).</p> <p>Digital Transformation is a long standing programme which has its roots in the Service Review / Bridging the Gap activities and has seen a complete overhaul of the council website and unified citizen platform for contact with the council. The ongoing programme includes improvements in digital services for Revenues and Benefits via an online account, the new Housing system, and introduction of consolidated debt management.</p> <p>Remote Working was an area which was identified for improvement as a result of reviewing the Council accommodation requirements but has gathered significant momentum as a result of reacting to Covid-19.</p> <p>The risk areas related to Digital Transformation and Remote Working include;</p> <ul style="list-style-type: none"> Automation, Artificial Intelligence and Data Governance (ensuring new services confirm to existing legal and ethical frameworks) Staff resources (adequate for the projects we are undertaking) New skills (equipping the workforce with the knowledge and abilities required to use new tools) Culture change (ensure staff are supportive and engaged with the journey) 	<p>Consequences: Digital Transformation aims to improve the speed and quality of service delivery, whilst reducing the cost of providing the service and providing a better overall experience for the customer. Not progressing in this area puts those aims in jeopardy.</p> <p>Remote working seeks to provide a safe and effective working environment for officers whether they are based inside or outside the council offices. A mismatch in balance between office vs remote working will ultimately result in poorer service delivery to our customers and increased costs of service delivery.</p>																		
<table border="1"> <tr> <th colspan="3">INHERENT RISK SCORE</th> <th colspan="3">RESIDUAL RISK SCORE</th> </tr> <tr> <td>Likelihood</td> <td>2</td> <td>Impact</td> <td>2</td> <td>Score</td> <td>4</td> </tr> </table>	INHERENT RISK SCORE			RESIDUAL RISK SCORE			Likelihood	2	Impact	2	Score	4	<table border="1"> <tr> <td>Likelihood</td> <td>1</td> <td>Impact</td> <td>2</td> <td>Score</td> <td>2</td> </tr> </table>	Likelihood	1	Impact	2	Score	2
INHERENT RISK SCORE			RESIDUAL RISK SCORE																
Likelihood	2	Impact	2	Score	4														
Likelihood	1	Impact	2	Score	2														

Existing Controls	Additional Actions required to further mitigate risks	Lead Officers	Target Date
9.1 IT Strategy and Digital Strategy	Create a new combined IT & Digital Strategy to set out the aims and ambitions of the next few years and establish the framework for evaluating and implementing new transformation projects.	Assistant Director (IT & Transformation) Digital Manager	By October 2021
9.2 Current projects and priorities within the Corporate and Departmental Business Plans	Review all revisions to the Corporate and Department Business Plans to identify transformational projects and asses their impact and priority in line with the IT and Digital strategy.	Assistant Director (IT & Transformation) Digital Manager	On-going to December 2021
9.3 Technical staff job roles, job descriptions, and competency frameworks	Review staff skills and identify training and career development to improve staff ability and increase retention of key employees.	Assistant Director (IT & Transformation) Digital Manager	By June 2021