

**Gravesham Borough Council**  
**Mid-Year Review of Corporate Risks**  
**(Review of ALL risks detailed in the 2021-2022 Corporate Risk Register)**

Gravesham Borough Councils Corporate Risk Register Outlines the key strategic Risks facing the council and controls that are implemented to manage these risks. It also details any further action required by the council to ensure risks are being sufficiently controlled.

The Risks that were identified and formally approved by Full Council on the 13<sup>th</sup> April 2021, are listed below. These risks have been documented in the 2021-2022 Corporate Risk Register:

**Risk 1: Ongoing financial viability of the Council**

**Risk 2: Changes in national priorities and legislative change**

**Risk 3: Organisational capacity/ resilience**

**Risk 4: Cyberattack resulting in data breach or corruption of data**

**Risk 5: Investment Risk**

This document provides mid-year progress information in respect of the management of each of the above risks. The effectiveness of risk management actions that have been carried out as at mid-year, are assessed as being one of the following:

<b>Good</b>	Actions in place will mitigate the risk and no further action is required.
<b>Satisfactory</b>	Whilst the action will help to mitigate the risk, there is still further work that can be undertaken to further mitigate the risk.
<b>Inadequate</b>	The action is either not already in place or is not mitigating the risk and therefore further work is required.

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<b>Risk 1: On-going financial viability of the Council</b>	<b>Owner:</b> Director (Corporate Services)
<p><b>Risk Background:</b>          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><b>Consequences:</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Council exposed to increased financial risk and volatility from changes to funding and any redesigned business rates scheme.</li> <li>Unplanned cuts in services needed and/or drop in quality of delivery, potentially leading to damage to Council's reputation.</li> <li>Financial savings not achieved.</li> <li>Budgets exceeded and/or reserves depleted.</li> <li>Problems stored up for the future.</li> <li>Minimum working balance of £2 million is not maintained.</li> <li>New legislative requirements not met.</li> <li>Uncertainty over future large projects.</li> <li>Potential for infrastructure to deteriorate.</li> <li>Potential for the introduction of further statutory discounts for Business Rates payers without compensation from central government.</li> </ul>

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

Controls to eliminate, reduce or transfer risk	Lead Officer	Required Management Action as originally documented in the Corporate Risk Register	Management Action Update as at Mid-Year Review	Quarterly Risk Assessment			
				Q1	Q2	Q3	Q4
1.1 Medium Term Financial Strategy in place.	Director (Corporate Services) Assistant Director (Corporate Services)	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.	The spending review for 2021 was launched on 7 <sup>th</sup> September and is expected to conclude on 27 <sup>th</sup> October. Although a three year settlement is expected, longer term financial planning remains challenging as the effects of Central Government support starts to unwind over the coming months. As a result of the above we will continue to closely monitor reserves and working balances.				

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1.2 Medium Term Financial Plan in place.	Director (Corporate Services) Assistant Director (Corporate Services)	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.	Officers monitor the MTFP on a quarterly basis which aligns to quarterly budget reporting arrangements. A budget gap has been identified in 2026/27. Steps will be taken to address this over the coming months as part of the budget setting process for 2022/23.				
1.3 Robust Budget Monitoring process in place.	Assistant Director (Corporate Services)	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.	Effective budget monitoring is in place. The council continues to respond to Government consultations as appropriate.				

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<p><b>Risk 2: Changes in national priorities and legislative change</b></p>	<p><b>Owner:</b> Chief Executive and Management Team</p>																				
<p><b>Risk Background:</b>          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 standard 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"> <li>• Lower Thames Crossing (in Gravesham)</li> <li>• Thurrock Flexible Generation Plant (Tilbury)</li> <li>• London Resort (in Dartford/Gravesham)</li> </ul> <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><b>Consequences:</b></p> <ul style="list-style-type: none"> <li>• Change of strategic direction for the council.</li> <li>• Breakdown in governance controls and processes.</li> <li>• New legislative and regulatory duties not met and the potential for legal challenge.</li> <li>• Severe financial position, challenging the council's ability to deliver the corporate objectives and policy commitments within the Corporate Plan.</li> <li>• Logistical challenges to the delivery of council services and effectiveness of the council's supply chain.</li> <li>• Sustained levels of service underperformance, resulting in a failure to meet community needs and expectations.</li> <li>• Additional costs/workload pressures for staff impacting morale, sickness absence and future recruitment and retention.</li> <li>• Increased scrutiny from Members, agencies, media and community stakeholders / reputational damage.</li> <li>• The council may need to redirect resources to enable responses to consultations and other processes quickly</li> </ul>																				
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2.1 Timely policy insight.	Corporate Performance Manager	Circulation of monthly policy briefings and timely legislative updates.	Regular policy briefings were delivered throughout the 6-month period to ensure officers are fully informed of government policy initiatives or potential changes affecting service areas and the wider council. From this activity relevant Service Managers report to Management Team on government proposals impacting upon their areas and the potential impact on the council's progress towards achieving its corporate objectives  In terms of government legislation, the Queen's Speech took place in May 2021, introducing the government's formal programme of prospective legislation for the new parliamentary session. Arguably the most notable piece of legislation for local government enacted during the first half of 2021-22 was the Domestic Abuse Act.				

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			The Act has the aim of strengthening the support on offer for victims of abuse by statutory agencies, which in the council's area of responsibility primarily relates to housing allocation. Other key Bills currently under parliamentary consideration include the Environment Bill and tools to monitor the government's programme (e.g. legislative briefings) will continue to be used to provide insight on any impact on local government.				
2.2 Informing government policy.	Wider Management Team	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.	<p>During the year to date, the council has continued to effectively represent its position in the process of central government consultations. This is carried out individually on behalf of the council, or collaboratively with other neighbouring district authorities, or as part of a wider network group (Local Government Association, District Councils' Network (DCN) etc.).</p> <p>Adopting this tailored approach ensures that the views of the council are communicated back to government so that they may be taken into account as policy decisions are formulated ahead of any new legislative programme.</p> <p>In the last six months the council's efforts have included formal responses to the following consultations:</p> <ul style="list-style-type: none"> <li>• Business Rates revaluation;</li> <li>• Consistency of Household and Business Recycling Collections;</li> <li>• Deposit Return Scheme (DRS) Policy; and</li> <li>• Extended Producer Responsibility Policy.</li> </ul>				
2.3 Engagement with partner agencies	Wider Management Team	<p>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):</p> <ul style="list-style-type: none"> <li>- Local Government Association.</li> <li>- District Councils Network.</li> <li>- Kent Finance Officers Group.</li> <li>- Kent Resilience Forum.</li> </ul>	<p>The council has reviewed its Working in Partnership Framework, which was duly approved by Full Council in June 2021 and adopted as part of the council's overall Policy framework. This document clearly sets out the key points to be considered when establishing any new partnerships, and sets out the roles and responsibilities of both officers and Members in partnership-working. This document has been shared with the Wider Management Team.</p> <p>Cabinet Committees have received specific updates on the partnerships that fall within their portfolio for consideration (September 2021).</p>				

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			Officers if the council continue to be part of a number of working groups across the county to ensure a county-wide approach to issues where necessary.				
2.4 Business continuity planning.	Wider Management Team	Business Continuity Plans to be reviewed and updated to ensure they remain fit for purpose	Existing Business Continuity plans have been adjusted to include additional risks associated with Covid-19 and the end of the transition period of the UK exiting the EU. The council's overall Business Continuity Management System is due for planned update/ review in 2022.				
2.5 Member training and development.	Committee Services Wider Management Team	Member Training and Development Plan prepared and delivered to provide ongoing support all Members	<p>The Council's Member Training and Development Plan has been successfully prepared and sessions began in July 2021.</p> <p>The format of the training embraces a mixture of in-person, virtual sessions and e-learning.</p> <p>To date the following session have been held:</p> <ul style="list-style-type: none"> <li>• Safeguarding Training</li> <li>• Communications and Social Media Training</li> <li>• Risk Management Training</li> <li>• Council Procedure Rules and Interpreting the Constitution</li> <li>• Planning Refresher Training</li> </ul>				
2.6 Proactive briefing and information sharing arrangements between council departments, members and staff.	Director (Environment) and Deputy Chief Executive	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.	Responses to NSIP consultations are coordinated between relevant departments (including Planning, Environmental Health, Property, Leisure and Finance) to ensure that appropriate considerations are taken into account. Draft consultation responses are reviewed at Management Team. All Members are made aware of NSIP consultations via email and the formal consultation responses from the council are also reviewed by the Leader and Cabinet Member for Strategic Environment.				

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<p><b>Risk 3: Organisational capacity/resilience</b></p>	<p><b>Owner: Chief Executive and Management Team</b></p>																				
<p><b>Risk Background:</b>          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><b>Consequences:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Services areas with reduced staff will suffer a greater impact which in turn will add pressures on already stretched resources.</li> <li>• Increased organisational stress can negatively impact productivity, which in turn can reduce staff motivation, create low morale and increase sickness and stress levels.</li> <li>• The council will be required to provide additional help and support to overcome the problems that result from increased organisational stress.</li> <li>• 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.</li> <li>• Cuts in services and a potential drop in service quality is also possible.</li> </ul>																				
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3.1 Effective allocation of resources.	Management Team	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. The shared service arrangements are reviewed on an annual basis to ensure that they continue to meet our objectives. Due to Covid-19 existing staff have been allocated to new tasks and others areas of work, this work if ongoing.	Any new posts are subject to approval via management team. Like for like replacement vacancies no longer need management team approval. Vacant posts continue to be reviewed on an annual basis. Shared service arrangements continue to be reviewed on an annual basis. Staff who were allocated to new tasks in response to the COVID pandemic have now moved back to their substantive posts. In light of the pandemic HR now hold records on additional skills our employees may have in order to allocate resources effectively should an emergency response be required in the future.				
3.2 Flexible working arrangements.	Management Team	A Task and Finish working group has been established to consider Homeworking/Flexible working arrangements going forward.	A new Hybrid Working Policy has been created and will be implemented on 1 November 2021 for a trial and employees will be expected to work a minimum				

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		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.	of two days from the office, depending on the needs of the service				
		A full review of Apprenticeships and work experience is currently being reviewed and taken forward at the current time. 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 practice 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.	A new post of Employability Co-ordinator joined the Council in August 2021. This post is responsible for the Kick Start Scheme, Apprenticeships and Work Experience Placements. New strategies for each of these areas are currently in development. Employees have already started returning to the office with COVID restrictions from H&S remaining in place. Wellbeing surveys and questionnaires were being undertaken throughout the COVID pandemic and HR drop in sessions were also undertaken as a keeping in touch mechanism. The Employee Assistance Provider CareFirst ran daily webinars throughout the pandemic and continue to do with a number of health and wellbeing topics available.				
3.3 Provision of training and support.	Director (Communities)	Training at the moment continues to be undertake 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. All staff are being encouraged to attend for regular testing at the no-symptom centres and majority of staff are being tested on a 2 weekly basis.	All line managers will be undertaking training in November 2021 on Leadership Behaviours for Managing and Motivating Hybrid Teams. Training for our employees has continued and is now increasing since the pandemic and a number of employees have undertaken training (including qualification training). Any requests for training are now submitted via the DASH system. The weekly email from the Chief Executive is still continuing and continues to be effective in sharing key messages to all employees. Employees are still being encouraged to take lateral flow tests twice a week.				
3.4 Workforce support.	Director (Communities)	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. Deliver the IIP action plan. Continue to actively proactively and positively engage with Trade Unions. Continue communication to promote Occupational	The joint staff forum has continued throughout the pandemic albeit virtually. We are in the process of reviewing the format and the appointment of new representatives to ensure the whole workforce is represented at the meetings. The IIP review which was due in October 2021 has been postponed to April 2022. The action plan is still				

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3.5 Covid compliant plans	Director (Communities)	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.	The offices were assessed as COVID compliant during the pandemic and any amendments were made as necessary as a result of Government Guidance changing.				
	Management Team	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.	H&S are currently reviewing the measures still in place within the offices as a result of COVID social distancing restrictions being lifted and the implementation of the Hybrid Working Policy.				

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<p><b>Risk 4: Cyberattack resulting in data breach or corruption of data</b></p>	<p><b>Owner:</b> Director (Corporate Services)</p>																				
<p><b>Risk Background:</b>          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.</p> <p>Since the onset of the Covid-19 pandemic there has been a significant increase in cybercrime as noted in the NCSC Annual Review 2020. 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><b>Consequences:</b></p> <ul style="list-style-type: none"> <li>• Unavailability of systems for normal use in service delivery.</li> <li>• Destruction of systems and data.</li> <li>• Theft of data for criminal use.</li> <li>• Financial loss.</li> <li>• Reputational damage.</li> <li>• Extended period to recover council services to usual business</li> </ul>																				
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4.1 Technical Security controls.	Assistant Director (Transformation & IT)	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.	The setup and configuration of web and email filtering have been recently reviewed. Anti-virus software has also been updated to a newer cloud based version.				
4.2 Back up arrangements in place.	Assistant Director (Transformation & IT)	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.	New data backup solution has been installed which features enhanced ransomware protection and immutable storage.				
4.3 Participation with relevant warning bodies.	Assistant Director (Transformation & IT)	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.	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.				

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4.4 Direct engagement with cyber bodies.	Assistant Director (Transformation & IT)	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.	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.				
4.5 Improvement to existing controls.	Assistant Director (Transformation & IT)	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. 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. 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.	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).  Improvement have been made with remote access to email since the adoption of Microsoft 365.  Further enhancements are required with USB device control.				
4.6 Expansion of Business Continuity Plan.	Assistant Director (Transformation & IT)	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.	The new business continuity hardware and software has been tested, and resulted in a successful failover of a live server to the recovery environment.				
4.7 Engagement with Local Resilience Partnership.	Assistant Director (Transformation & IT)	The Kent Resilience Forum have deferred this work due to the level of resources being required for Covid-19 response.	We have actively participated in a Kent Resilience Forum cyber workshop, which included discussions and presentations with the NCSC, LGA and Kent Police. Follow up work is planned internally with our own business continuity leads.				
4.8 Conduct cyberattack exercise scenario.	Assistant Director (Transformation & IT)	Following on from deploying staff awareness training in July, an email phishing simulation is being planned for delivery in February 202	A phishing simulation was conducted in August 2021. Follow up awareness training is scheduled for October 2021				

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<p><b>Risk 5: Investment risk</b></p>	<p><b>Owner:</b> Director (Corporate Services)</p>																				
<p><b>Risk Background:</b>          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><b>Consequences:</b></p> <ul style="list-style-type: none"> <li>Investments do not perform as expected. E.g. due to economic downturn, which impacts on the balance sheet value of assets.</li> <li>Greater exposure to risk of void periods and loss of income if commercial tenants fail or hand back premises when their lease allows.</li> <li>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.</li> <li>Spending plans are based on levels of commercial rental income and investment income that are not achieved, affecting core council service delivery.</li> <li>Balance sheet value of assets is eroded.</li> <li>Negative impact on council reputation</li> </ul>																				
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th colspan="4">INHERENT RISK SCORE</th> <th colspan="4">RESIDUAL RISK SCORE</th> </tr> <tr> <td style="background-color: #cccccc;">Likelihood</td> <td style="text-align: center;">5</td> <td style="background-color: #cccccc;">Impact</td> <td style="text-align: center;">3</td> <td style="background-color: #cccccc;">Score</td> <td style="text-align: center;">15</td> <td style="background-color: #cccccc;">Likelihood</td> <td style="text-align: center;">5</td> <td style="background-color: #cccccc;">Impact</td> <td style="text-align: center;">2</td> <td style="background-color: #cccccc;">Score</td> <td style="text-align: center; background-color: #ff0000;">10</td> </tr> </table>	INHERENT RISK SCORE				RESIDUAL RISK SCORE				Likelihood	5	Impact	3	Score	15	Likelihood	5	Impact	2	Score	10	
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Controls to eliminate, reduce or transfer risk	Lead Officer	Required Management Action as originally documented in the Corporate Risk Register	Management Action Update as at Mid-Year Review	Quarterly Risk Assessment			
				Q1	Q2	Q3	Q4
5.1 Treasury and Investment Framework.	Assistant Director (Corporate Services)	Continue to maintain the Treasury Management Strategy Statement, Capital Strategy and Property Acquisition Strategy to formalise the agreed parameters for investment.	No treasury management issues requiring notification to F&A outside of normal reporting cycle. Mid-Year TMSS to be presented to F&A committee in November 21.  As a result of the pandemic acquisitions have been postponed.				
5.2 Monitoring and review of treasury activity.	Assistant Director (Corporate Services)	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.	Q2 treasury activity summary to be reported to Management Team during October. Summarised information to be included in the Mid-Year TMSS report presented to F&A committee in November 21.				
5.3 Financial protection	Assistant Director (Corporate Services)	Maintain the commercial income protection reserve, the balance of which is set at 15% of investment income in any year. from	The overall provision within Commercial Income Protection Reserve was increased to 25% of the MTFP Rental Income budget at year-end 2020/21. This is to further safeguard the Council's interests in the current economic climate, and will be reviewed				

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		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	again during the 2022/23 budget-setting process, and at year-end 2021/22. Financial and Property Services continue to work closely to monitor potential risks and opportunities in respect of the Council's commercial property portfolio. Information is also presented to the Commercial Cabinet on a regular basis regarding the portfolio.				
5.4 Professional advice and support	Assistant Director (Corporate Services)	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.	Continued to receive regular economic updates from Link during the course of the year. Meeting held between Richard Bason and key officers on 16 September to review existing portfolio and options for consideration.				