

**Gravesham Borough Council**  
**Mid-Year Review of Corporate Risks**  
**(Review of ALL risks detailed in the 2023-2024 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 11<sup>th</sup> April 2023, are listed below. These risks have been documented in the 2023-2024 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**

**Risk 6: Adoption and delivery of sound Local Plan**

**Risk 7: Implementation of the Elections Act 2022**

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.                    |

**Gravesham Borough Council**  
**Mid-Year Review of Corporate Risks**  
 (Review of ALL risks detailed in the 2023-2024 Corporate Risk Register)

|                                    |   |               |   |              |   |                   |   |               |   |                          |    |                   |   |               |   |              |    |
|------------------------------------|---|---------------|---|--------------|---|-------------------|---|---------------|---|--------------------------|----|-------------------|---|---------------|---|--------------|----|
| <b>The Risk</b>                    |   |               |   |              | <b>Ongoing financial viability of the Council</b>   |                   |   |               |   | <b>Risk No.</b>          |    | <b>1</b>          |   |               |   |              |    |
| <b>Link to Corporate Objective</b> |   |               |   |              | # <b>Progress</b> An entrepreneurial authority; commercial in outlook and committed to continuous service improvement, underpinned by a skilled workforce and strong governance environment |                   |   |               |   |                          |    |                   |   |               |   |              |    |
| <b>Review Date</b>                 |   |               |   |              | October 2023  |                   |   |               |   |                          |    |                   |   |               |   |              |    |
| <b>Cabinet Portfolio</b>           |   |               |   |              | Leader of the Executive (but affects all portfolios)  |                   |   |               |   |                          |    |                   |   |               |   |              |    |
| <b>Risk Owner(s)</b>               |   |               |   |              | Director (Corporate Services); Assistant Director (Corporate Services)  |                   |   |               |   |                          |    |                   |   |               |   |              |    |
| <b>INHERENT RISK SCORE</b>         |   |               |   |              | <b>RESIDUAL RISK SCORE</b>  |                   |   |               |   | <b>TARGET RISK SCORE</b> |    |                   |   |               |   |              |    |
| <b>Likelihood</b>                  | 5 | <b>Impact</b> | 4 | <b>Score</b> | 20  | <b>Likelihood</b> | 4 | <b>Impact</b> | 4 | <b>Score</b>             | 16 | <b>Likelihood</b> | 4 | <b>Impact</b> | 3 | <b>Score</b> | 12 |

| Trigger  | Consequences   |
|--|--|
| Financial Challenges due to changes in government legislation and posed by the COVID-19 Pandemic, leading to increased financial pressure on the budget.<br>Single year finance settlement for 2022/23 leaving uncertainty as to how local government will be funded in future years.<br>Central Government Finance reforms have been put on hold (fair funding review, business rates retention and future of new homes bonus). | <ul style="list-style-type: none"> <li>• Difficult decisions around funding of services and quality of services compromised.</li> <li>• Inability to plan effectively for future years.</li> <li>• Traditional income generating activity has reduced (such as car parking income and investment income) because of the COVID -19 Pandemic.</li> <li>• Council not being able to meet its statutory obligations due to lack of funding.</li> <li>• Uncertainty of funding for the authority and for future projects</li> <li>• Changes in legislation have a negative financial impact on the Council.</li> <li>• Impact on minimum reserve limits.</li> </ul> |

| Controls to eliminate, reduce or transfer risk               | Lead Officer   | Management Action Update as at Mid-Year Review   | Quarterly Risk Assessment |    |    |    |
|--|--|--|---------------------------|----|----|----|
|  |  |  | Q1                        | Q2 | Q3 | Q4 |
| 1.1 Effective Budget Monitoring                              | Director<br>(Corporate Services)<br>Assistant Director<br>(Corporate Services) | <ul style="list-style-type: none"> <li>• Quarterly budget monitoring is established in the committee cycle for presentation to the Finance and Audit Committee and The Cabinet.</li> <li>• Monthly budget monitoring reports are sent to budget holders.</li> </ul>  |                           |    |    |    |
| 1.2 Medium Term Financial Plan in place.                     | Director<br>(Corporate Services)<br>Assistant Director<br>(Corporate Services) | <ul style="list-style-type: none"> <li>• Balancing the budget activity reflects the initiatives set out in the MTFS.</li> <li>• A monthly report is presented to MT showing progresses against the agreed initiatives.</li> <li>• 10 year - MTFP is regularly reviewed and updated so that budget gaps in future years can be ascertained.</li> </ul>  |                           |    |    |    |
| 1.3 Ongoing monitoring of Medium-Term Financial Plan (MTFP). | Director<br>(Corporate Services)<br>Assistant Director<br>(Corporate Services) | <ul style="list-style-type: none"> <li>• The Medium-Term Financial Plan is continually monitored to ensure it is current and that the authority is aware of its financial position.</li> <li>• In response to the emerging budget gap officers have been proactive and have put together a medium-term financial strategy which is monitored as part of 'balancing the budget' activity monthly by Management Team.</li> </ul> |                           |    |    |    |

**Gravesham Borough Council**  
**Mid-Year Review of Corporate Risks**  
 (Review of ALL risks detailed in the 2023-2024 Corporate Risk Register)

| Controls to eliminate, reduce or transfer risk  | Lead Officer   | Management Action Update as at Mid-Year Review  | Quarterly Risk Assessment |    |    |    |
|---|--|---|---------------------------|----|----|----|
|   |  |   | Q1                        | Q2 | Q3 | Q4 |
| 1.4 Monitoring of changes in legislation by Officers.                                 | Director<br>(Corporate Services)<br>Assistant Director<br>(Corporate Services) | <ul style="list-style-type: none"> <li>The finance team are kept up to date in changes in legislation by press release and via local government networks and CIPFA</li> </ul> |                           |    |    |    |
| 1.5 Model effects of any changes in legislation and application of these to the MTFP. | Director<br>(Corporate Services)<br>Assistant Director<br>(Corporate Services) | <ul style="list-style-type: none"> <li>Changes are routinely modelled into the MTFP so that potential impacts are known.</li> </ul>   |                           |    |    |    |
| 1.6 Responding to Government Consultations  | Director<br>(Corporate Services)<br>Assistant Director<br>(Corporate Services) | <ul style="list-style-type: none"> <li>Consultations are responded to if relevant to the financial impact on this authority.</li> </ul>                                       |                           |    |    |    |
| 1.7 Monthly monitoring of Balancing the Budget initiatives by Management Team         | Director<br>(Corporate Services)<br>Assistant Director<br>(Corporate Services) | <ul style="list-style-type: none"> <li>Linked to 1.2 above. A monthly report is taken to MT to discuss the progress of Balancing the Budget activity.</li> </ul>              |                           |    |    |    |

**Gravesham Borough Council**  
**Mid-Year Review of Corporate Risks**  
 (Review of ALL risks detailed in the 2023-2024 Corporate Risk Register)

|                                    |   |               |   |              |   |                   |   |               |   |                          |    |                   |   |               |   |              |    |
|------------------------------------|---|---------------|---|--------------|---|-------------------|---|---------------|---|--------------------------|----|-------------------|---|---------------|---|--------------|----|
| <b>The Risk</b>                    |   |               |   |              | <b>Changes in national priorities and legislative change</b>  |                   |   |               |   | <b>Risk No.</b>          |    | <b>2</b>          |   |               |   |              |    |
| <b>Link to Corporate Objective</b> |   |               |   |              | <p><b>#People:</b> a proud community; where residents can call a safe, clean, and attractive borough their home.</p> <p><b>#2 Place:</b> a dynamic borough; defined by a vibrant and productive local economy taking advantage of growth in the area, supported by its strong and active community.</p> <p><b>#3 Progress:</b> an entrepreneurial authority; commercial in outlook and committed to continuous service improvement, underpinned by a skilled workforce and strong governance environment.</p> |                   |   |               |   |                          |    |                   |   |               |   |              |    |
| <b>Review Date</b>                 |   |               |   |              | October 2023  |                   |   |               |   |                          |    |                   |   |               |   |              |    |
| <b>Cabinet Portfolio</b>           |   |               |   |              | All portfolios  |                   |   |               |   |                          |    |                   |   |               |   |              |    |
| <b>Risk Owner(s)</b>               |   |               |   |              | Chief Executive and Management Team   |                   |   |               |   |                          |    |                   |   |               |   |              |    |
| <b>INHERENT RISK SCORE</b>         |   |               |   |              | <b>RESIDUAL RISK SCORE</b>  |                   |   |               |   | <b>TARGET RISK SCORE</b> |    |                   |   |               |   |              |    |
| <b>Likelihood</b>                  | 5 | <b>Impact</b> | 4 | <b>Score</b> | 20  | <b>Likelihood</b> | 5 | <b>Impact</b> | 3 | <b>Score</b>             | 15 | <b>Likelihood</b> | 4 | <b>Impact</b> | 3 | <b>Score</b> | 12 |

| <b>Trigger</b>   | <b>Consequences</b>   |
|--|---|
| Changes in national priorities including National Significant Infrastructure Projects (NSIP).<br>Current proposals that affect the Borough are: <ul style="list-style-type: none"> <li>• Lower Thames Crossing (Gravesham)</li> <li>• Thurrock Flexible Generation Plant (Tilbury)</li> <li>• London Resort (Dartford, Gravesham)</li> </ul> | Council may not have the necessary resources to deliver on key projects.<br>Projects may adversely affect residents.  |
| Change (s) in legislation / statutory duties imposed by Central Government such as <ul style="list-style-type: none"> <li>• Local Government Reform</li> <li>• Levelling Up Agenda</li> </ul>  | Introduction of new statutory duties could <ul style="list-style-type: none"> <li>• Change the strategic direction of the Council.</li> <li>• Result in new statutory duties not being enacted leading to legal challenge.</li> <li>• Entail additional workloads for officers.</li> <li>• Move to an agile way, directing resources as required.</li> <li>• Increase scrutiny by members and the public.</li> <li>• change the way existing services are delivered.</li> <li>• increase financial pressures (discussed as part of risk 1)</li> </ul> |

| <b>Controls to eliminate, reduce or transfer risk</b>              | <b>Lead Officer</b>   | <b>Management Action Update as at Mid-Year Review</b>   | <b>Quarterly Risk Assessment</b> |           |           |           |
|--|-----------------------|---|----------------------------------|-----------|-----------|-----------|
|  |                       |   | <b>Q1</b>                        | <b>Q2</b> | <b>Q3</b> | <b>Q4</b> |
| 2.1 Circulation of monthly briefings to key officers               | Wider Management Team | <ul style="list-style-type: none"> <li>• Monthly policy bulletins are circulated to WMT and key officers by the Strategic Policy Manager</li> </ul> |                                  |           |           |           |
| 2.2 Working alongside other stakeholders and partner organisations |                       | <ul style="list-style-type: none"> <li>• This is being actioned and aligns with 2.8 below</li> </ul>  |                                  |           |           |           |

**Gravesham Borough Council**  
**Mid-Year Review of Corporate Risks**  
 (Review of ALL risks detailed in the 2023-2024 Corporate Risk Register)

|   |  |  |  |  |  |  |
|---|--|--|--|--|--|--|
| to keep informed of developments such as: - <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> | Wider Management Team                            |  |  |  |  |  |
| 2.3 Information sharing and gathering across all Council services   | <b>Wider Management Team</b>                     | <ul style="list-style-type: none"> <li>• Wider management team meetings are held every 2 months where updates are given by various services.</li> <li>• Corporate Improvement Team in place reviewing services and gathering intelligence in how they operate and passing this on to the relevant officers.</li> <li>• Regular updates via the weekly e-mail from Chief Executive to all staff</li> </ul>  |  |  |  |  |
| 2.4 Circulation of monthly briefings to key officers on proposed / new legislation  | <b>Wider Management Team</b>                     | <ul style="list-style-type: none"> <li>• See 2.1 above</li> </ul>  |  |  |  |  |
| 2.5 Effective business continuity planning  | <b>Wider Management Team</b>                     | <ul style="list-style-type: none"> <li>• Business continuity framework recently reviewed by Management Team. Updated Business Continuity Plans / Templates and action cards to be circulated to directorates</li> </ul>  |  |  |  |  |
| 2.6 Regular updates to members on development and potential changes in legislation  | <b>Committee Services/ Wider Management Team</b> | <ul style="list-style-type: none"> <li>• This can happen via all member emails, member bulletins, member briefings with senior officers or through presentations at the relevant committees</li> </ul>   |  |  |  |  |
| 2.7 Preparation of workforce strategy   | <b>HR Business Partner</b>                       | <ul style="list-style-type: none"> <li>• Work is ongoing regarding creating a workforce strategy due to a lack of resources in the team.</li> <li>• The HR Manager meets with the Directors monthly to review turnover, headcount, sickness and succession planning within their Directorates.</li> <li>• We also now have a much wider variety of specialist technical apprenticeships in roles that are hard to fill, for both new apprentices and permanent employees undertaking higher level qualifications via the apprenticeship levy.</li> </ul> |  |  |  |  |
| 2.8 Co-ordination and sharing of information with other local authorities through various networks and forums   | <b>Wider Management</b>                          | <ul style="list-style-type: none"> <li>• See section 2.2 above.</li> <li>• Senior officers' involvement in officer groups within Kent such as the Chief Accountants Group, Kent Finance Officers Group, Risk Management Group</li> </ul>   |  |  |  |  |

**Gravesham Borough Council**  
**Mid-Year Review of Corporate Risks**  
 (Review of ALL risks detailed in the 2023-2024 Corporate Risk Register)

|                                    |   |   |   |              |                            |                   |   |               |   |                          |    |                   |          |               |   |              |   |
|------------------------------------|---|---|---|--------------|----------------------------|-------------------|---|---------------|---|--------------------------|----|-------------------|----------|---------------|---|--------------|---|
| <b>The Risk</b>                    |   | <b>Organisational capacity/resilience</b>   |   |              |                            |                   |   |               |   |                          |    | <b>Risk No.</b>   | <b>3</b> |               |   |              |   |
| <b>Link to Corporate Objective</b> |   | #People: a proud community; where residents can call a safe, clean and attractive borough their home. |   |              |                            |                   |   |               |   |                          |    |                   |          |               |   |              |   |
| <b>Review Date</b>                 |   | October 2023  |   |              |                            |                   |   |               |   |                          |    |                   |          |               |   |              |   |
| <b>Cabinet Portfolio</b>           |   | Deputy Leader (but affects all portfolios)  |   |              |                            |                   |   |               |   |                          |    |                   |          |               |   |              |   |
| <b>Risk Owner(s)</b>               |   | Chief Executive and Management Team   |   |              |                            |                   |   |               |   |                          |    |                   |          |               |   |              |   |
| <b>INHERENT RISK SCORE</b>         |   |   |   |              | <b>RESIDUAL RISK SCORE</b> |                   |   |               |   | <b>TARGET RISK SCORE</b> |    |                   |          |               |   |              |   |
| <b>Likelihood</b>                  | 5 | <b>Impact</b>   | 4 | <b>Score</b> | 20                         | <b>Likelihood</b> | 4 | <b>Impact</b> | 3 | <b>Score</b>             | 12 | <b>Likelihood</b> | 3        | <b>Impact</b> | 3 | <b>Score</b> | 9 |

| Trigger  | Consequences   |
|--|--|
| External opportunities of agile and home working in light of the COVID pandemic is making it difficult to recruit staff, especially those in specialist roles. | Increase in turnover resulting with a reduction in staff,<br>Specialist roles remain vacant for prolonged periods of time, placing additional pressures on staff in service areas which may already have stretched resources.<br>Increased agency costs<br>Services areas with reduced staff will suffer a greater impact. |
| Overstretched resources resulting with reduced staff motivation, low morale and increased sickness and stress levels.  | Council will be required to provide additional help and support to overcome problems.  |
| Staff (especially office based) experiencing difficulties in adapting to remote working.   | Increase in organisational stress negatively impacting productivity and mental health and wellbeing.   |

| Controls to eliminate, reduce or transfer risk  | Lead Officer        | Management Action Update as at Mid-Year Review  | Quarterly Risk Assessment |    |    |    |
|---|---------------------|---|---------------------------|----|----|----|
|   |                     |   | Q1                        | Q2 | Q3 | Q4 |
| 3.1 A Hybrid Working Policy was introduced from 1 November 2021 giving office-based staff the opportunity to work from home, depending on the needs of the service. Initiatives that have been introduced to ensure the Council remains competitive to retain existing staff and attract potential employees include: <ul style="list-style-type: none"> <li>Increased availability of training for (including qualification training).</li> <li>Revisiting and improving advert templates and reviewing where vacancies are advertised.</li> <li>HR and Managers working closely to ensure career progression is available within services.</li> </ul> | HR Business Partner | Hybrid working policy has been successful since its implementation.<br>Job advert template has been updated to try and attract more applicants. Also now advertising on Indeed as well as JGP and GBC social media accounts.<br>Benefits package is still under review. The Cycle to work scheme has been implemented and Octopus Electric Car scheme is also in progress with a view to implementation shortly.<br>Managers are encouraged to investigate creating career graded posts when a post becomes vacant, or because of a restructure.<br>We now have 16 apprentices and 9 permanent employees undertaking qualifications via the levy. Of these 9 are undertaking specialist qualifications related to the department they are working in. |                           |    |    |    |

**Gravesham Borough Council**  
**Mid-Year Review of Corporate Risks**  
 (Review of ALL risks detailed in the 2023-2024 Corporate Risk Register)

|  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|
| <ul style="list-style-type: none"> <li>The introduction of a Management Development Programme</li> </ul> |  |  |  |  |  |  |
|--|--|--|--|--|--|--|

| Controls to eliminate, reduce or transfer risk  | Lead Officer        | Management Action Update as at Mid-Year Review  | Quarterly Risk Assessment |    |    |    |
|---|---------------------|---|---------------------------|----|----|----|
|   |                     |   | Q1                        | Q2 | Q3 | Q4 |
| 3.2 HR continue to monitor the levels of stress and sickness absence within the Council and support line managers. When appropriate staff will be referred to Occupational Health and the Employee Assistance Programme. Other initiatives to support staff wellbeing that have been introduced and will continue, include: <ul style="list-style-type: none"> <li>Undertaking periodic Wellbeing surveys amongst the workforces.</li> <li>Reviewing the format of the joint staff forum to ensure the whole workforce is represented at the meetings and includes a wellbeing item on the agenda.</li> <li>Undertaking weekly Webinars that are run by the Council's Employee Assistance Programme.</li> <li>Reviewing and promoting the role of the Councils Mental Health Champions.</li> </ul> Continuing Investors in People reviews next one due in April 2022. | HR Business Partner | <ul style="list-style-type: none"> <li>More headcount and therefore capacity in the HR team to provide a more reactive service and early intervention where required.</li> <li>Welfare survey is due to be undertaken in October 2023 in line with the IIP working groups.</li> <li>Joint staff forum has been revamped and several new staff representatives appointed, with less attendance from Senior Management to allow staff to have more open and honest discussions.</li> <li>HR Officer has recently returned from maternity leave and is working with the H&amp;S Manager to review our offering and support regarding Mental Health.</li> </ul> |                           |    |    |    |
| 3.3 All line managers undertook training in November 2021 on Leadership Behaviours for Managing and Motivating Hybrid Teams. The Hybrid Working Policy provides office-based staff the opportunity to adopt a better work life balance.   | HR Business Partner | See 3.1 and 3.2. <ul style="list-style-type: none"> <li>E-learning training is available for all employees and has been shared with joining instructions.</li> <li>The Leading IIP working group is working on the development of a Management Development Programme.</li> </ul>  |                           |    |    |    |

**Gravesham Borough Council**  
**Mid-Year Review of Corporate Risks**  
 (Review of ALL risks detailed in the 2023-2024 Corporate Risk Register)

|                                    |  |               |   |              |                            |                   |   |               |   |                          |    |                   |          |               |   |              |   |
|------------------------------------|--|---------------|---|--------------|----------------------------|-------------------|---|---------------|---|--------------------------|----|-------------------|----------|---------------|---|--------------|---|
| <b>The Risk</b>                    | <b>Cyberattack resulting in data breach or corruption of data</b>  |               |   |              |                            |                   |   |               |   |                          |    | <b>Risk No.</b>   | <b>4</b> |               |   |              |   |
| <b>Link to Corporate Objective</b> | <p><b>#3 Progress:</b> an entrepreneurial authority; commercial in outlook and committed to continuous service improvement, underpinned by a skilled workforce and strong governance environment.</p> <p>Deliver a more resilient, creative, cost-effective Council.</p> <p>Digital innovation</p> <p>Successfully manage key business risks</p> |               |   |              |                            |                   |   |               |   |                          |    |                   |          |               |   |              |   |
| <b>Review Date</b>                 | October 2023   |               |   |              |                            |                   |   |               |   |                          |    |                   |          |               |   |              |   |
| <b>Cabinet Portfolio</b>           | Leader   |               |   |              |                            |                   |   |               |   |                          |    |                   |          |               |   |              |   |
| <b>Risk Owner(s)</b>               | Director (Corporate Services)  |               |   |              |                            |                   |   |               |   |                          |    |                   |          |               |   |              |   |
| <b>INHERENT RISK SCORE</b>         |  |               |   |              | <b>RESIDUAL RISK SCORE</b> |                   |   |               |   | <b>TARGET RISK SCORE</b> |    |                   |          |               |   |              |   |
| <b>Likelihood</b>                  | 4  | <b>Impact</b> | 4 | <b>Score</b> | 16                         | <b>Likelihood</b> | 3 | <b>Impact</b> | 4 | <b>Score</b>             | 12 | <b>Likelihood</b> | 2        | <b>Impact</b> | 4 | <b>Score</b> | 8 |

| Trigger  | Consequences   |
|--|--|
| Member of staff falls victim to phishing attack                | The login credentials used by a member of staff is stolen enabling an unauthorised user to access and modify data and systems used by that person. In the case of a user with access to privileged systems this may also enable administrative access and the ability to move laterally between systems. The ultimate consequence could be a cyber-attack resulting in a loss of access to Council systems and data.   |
| Member of staff falls victim to "drive by download"            | A member of staff visits a website which has been poisoned with malware which automatically runs when the web page is viewed. The malware is able to access resources on the computer with the same level of access as the logged in user, or with elevated privileges if combined with additional vulnerabilities (such as unpatched software), The ultimate consequence could be a cyber-attack resulting in a loss of access to Council systems and data. |
| Misconfiguration of IT Infrastructure results in a breach      | An item of IT infrastructure is accidentally configured in such a way that it allows exploitation by an external actor to carry out a cyber-attack resulting in a loss of access to Council systems and data   |
| Brute force attack against IT infrastructure results in breach | An attacker constantly attempts to gain access to Council systems via external infrastructure (web sites, email systems, VPN) in a systematic way with the hope of finding a vulnerability which will provide access to Council systems and data. Once access has been gained, the ultimate consequence could be a cyberattack resulting in a loss of access to Council systems and data.  |
| Unpatched software vulnerability results in breach             | All software has the potential to have bugs and programming errors. Unpatched software means there are vulnerabilities in a program or code that the Council is aware of and will not or cannot fix. Bugs in software can be exploited to carry out tasks for which the software was not originally designed to perform, such as carrying out a cyber-attack.  |
| Denial of service attack prevents IT systems from being used   | The Council's internet connections are flooded with a high volume of meaningless data which prevent legitimate data from getting through. Access to Council services for staff and members of the public is prevented and the systems appear to be down.   |
| Ransomware attack steals and then deletes Council data         | A malicious actor who has gained a foothold within the Council IT infrastructure is able steal large volumes of data before destroying access to that data for the Council. Staff are not able to access their systems or data and provide their services.   |



**Gravesham Borough Council**  
**Mid-Year Review of Corporate Risks**  
 (Review of ALL risks detailed in the 2023-2024 Corporate Risk Register)

| Controls to eliminate, reduce or transfer risk  | Lead Officer                               | Management Action Update as at Mid-Year Review   | Quarterly Risk Assessment |    |    |    |
|---|--|--|---------------------------|----|----|----|
|   |  |  | Q1                        | Q2 | Q3 | Q4 |
| 4.1<br><ul style="list-style-type: none"> <li>Cyber awareness training for staff</li> </ul>   | Assistant Director (Transformation and IT) | <ul style="list-style-type: none"> <li>Cyber awareness training delivered to staff</li> </ul>  |                           |    |    |    |
| 4.2<br><ul style="list-style-type: none"> <li>Use of strong passwords</li> <li>Use of multifactor authentication</li> <li>Separation of administrative accounts from general user accounts</li> </ul>   | Assistant Director (Transformation and IT) | <ul style="list-style-type: none"> <li>Technical controls are in place to enforce these</li> </ul>   |                           |    |    |    |
| 4.3<br><ul style="list-style-type: none"> <li>Use of web filtering software to control access to known high risk websites.</li> <li>Use of antivirus software</li> <li>Use of non-administrative accounts when browsing the web</li> <li>Timely patching of software vulnerabilities</li> <li>In 2022 a dedicated IT Security Officer post will be established which will coordinate all IT security activity across the Council and improve our security posture</li> </ul>  | Assistant Director (Transformation and IT) | <ul style="list-style-type: none"> <li>Technical controls are in place and the new Cyber Security and Infrastructure Engineer is now in post</li> </ul>  |                           |    |    |    |
| 4.4<br><ul style="list-style-type: none"> <li>Policies, processes, and procedures for configuration of IT infrastructure</li> <li>Staff training</li> <li>In 2022 a dedicated IT Security Officer post will be established which will coordinate all IT security activity across the Council and improve our security posture</li> </ul>  | Assistant Director (Transformation and IT) | <ul style="list-style-type: none"> <li>All identified controls are in place</li> </ul>   |                           |    |    |    |
| 4.5<br><ul style="list-style-type: none"> <li>Regular review of IT defences (such as firewall rules and network configurations) to ensure they are operating effectively.</li> <li>Regular scanning of IT infrastructure to identify what an attacker can see.</li> <li>Central recording of security incident logs which can identify when attacks happen.</li> <li>In 2022 a Security Operations Centre managed service will be explored to provide 24/7 proactive monitoring of our IT environment and highlighting any risks for further action on immediate identification</li> <li>In 2022 a dedicated IT Security Officer post will be established which will coordinate all IT security activity across the Council and improve our security posture</li> </ul> | Assistant Director (Transformation and IT) | <ul style="list-style-type: none"> <li>Whilst the described reviews are regularly conducted and the Cyber Security and Infrastructure Engineer is now in post, improvements can still be made to move to a more proactive security posture, specifically around 24/7 monitoring of our IT environment and high-risk security events. Further exploration of a Security Operations Centre managed service is required.</li> </ul> |                           |    |    |    |

**Gravesham Borough Council**  
**Mid-Year Review of Corporate Risks**  
 (Review of ALL risks detailed in the 2023-2024 Corporate Risk Register)

| Controls to eliminate, reduce or transfer risk   | Lead Officer                               | Management Action Update as at Mid-Year Review  | Quarterly Risk Assessment |    |    |    |
|--|--|---|---------------------------|----|----|----|
|  |  |   | Q1                        | Q2 | Q3 | Q4 |
| 4.6 <ul style="list-style-type: none"> <li>Only use software which is supported by the supplier.</li> <li>Apply patches to software in a timely manner when notified by the supplier of a vulnerability.</li> <li>In 2022 further systems and procedures will be explored for the automation of loading software patches to speed up the process and reduce the amount of time software is vulnerable</li> <li>In 2022 a dedicated IT Security Officer post will be established which will coordinate all IT security activity across the Council and improve our security posture</li> </ul>                        | Assistant Director (Transformation and IT) | <ul style="list-style-type: none"> <li>All identified controls are in place and improvements to the automation of loading software patches to speed up the process is underway</li> </ul> |                           |    |    |    |
| 4.7 <ul style="list-style-type: none"> <li>The Councils internet connection provided by KPSN features a high level of Distributed Denial of Service protection from JISC (the internet service provider)</li> <li>In 2022 a Security Operations Centre managed service will be explored to provide 24/7 proactive monitoring of our IT environment and highlighting any risks for further action on immediate identification</li> <li>In 2022 a dedicated IT Security Officer post will be established which will coordinate all IT security activity across the Council and improve our security posture</li> </ul> | Assistant Director (Transformation and IT) | <ul style="list-style-type: none"> <li>All identified controls are in place. Further exploration of a Security Operations Centre managed service is required</li> </ul>                   |                           |    |    |    |
| 4.8 <ul style="list-style-type: none"> <li>Regular backup of data to systems that have ransomware protection and immutable storage.</li> <li>In 2022 a Security Operations Centre managed service will be explored to provide 24/7 proactive monitoring of our IT environment and highlighting any risks for further action on immediate identification</li> <li>In 2022 a dedicated IT Security Officer post will be established which will coordinate all IT security activity across the Council and improve our security posture</li> </ul>  | Assistant Director (Transformation and IT) | <ul style="list-style-type: none"> <li>All identified controls are in place. Further exploration of a Security Operations Centre managed service is required</li> </ul>                   |                           |    |    |    |

**Gravesham Borough Council**  
**Mid-Year Review of Corporate Risks**  
 (Review of ALL risks detailed in the 2023-2024 Corporate Risk Register)

|                                    |  |               |   |              |                            |                   |   |               |   |                          |    |                   |          |               |   |              |   |
|------------------------------------|--|---------------|---|--------------|----------------------------|-------------------|---|---------------|---|--------------------------|----|-------------------|----------|---------------|---|--------------|---|
| <b>The Risk</b>                    | <b>Investment Risk</b>   |               |   |              |                            |                   |   |               |   |                          |    | <b>Risk No.</b>   | <b>5</b> |               |   |              |   |
| <b>Link to Corporate Objective</b> | #3 Progress: an entrepreneurial authority; commercial in outlook and committed to continuous service improvement, underpinned by a skilled workforce and strong governance environment |               |   |              |                            |                   |   |               |   |                          |    |                   |          |               |   |              |   |
| <b>Review Date</b>                 | October 2023   |               |   |              |                            |                   |   |               |   |                          |    |                   |          |               |   |              |   |
| <b>Cabinet Portfolio</b>           | Leader   |               |   |              |                            |                   |   |               |   |                          |    |                   |          |               |   |              |   |
| <b>Risk Owner(s)</b>               | Director (Corporate Services)  |               |   |              |                            |                   |   |               |   |                          |    |                   |          |               |   |              |   |
| <b>INHERENT RISK SCORE</b>         |  |               |   |              | <b>RESIDUAL RISK SCORE</b> |                   |   |               |   | <b>TARGET RISK SCORE</b> |    |                   |          |               |   |              |   |
| <b>Likelihood</b>                  | 5  | <b>Impact</b> | 3 | <b>Score</b> | 15                         | <b>Likelihood</b> | 5 | <b>Impact</b> | 2 | <b>Score</b>             | 10 | <b>Likelihood</b> | 3        | <b>Impact</b> | 3 | <b>Score</b> | 9 |

| <b>Trigger</b>   | <b>Consequences</b>  |
|--|--|
| Investments do not perform as expected   | Investment income is reduced, negatively impacting on budget and the reputation of the Council which could impact on the delivery of services due to the loss of income.                           |
| Commercial property does not maintain the expected rental yield  | Reduction in income for the Council which could adversely affect the delivery of services due to lack of financial resources.  |
| Government intervention on investment activity for example potential changes to the Prudential Code and access to Public Works Loan Board (PWLB) | Council could be limited in its investment options going forward.<br>Requirement to disinvest in some areas that are performing well to ensure compliance with the relevant codes and legislation. |

| <b>Controls to eliminate, reduce or transfer risk</b>   | <b>Lead Officer</b>                     | <b>Management Action Update as at Mid-Year Review</b>   | <b>Quarterly Risk Assessment</b> |           |           |           |
|---|---|---|----------------------------------|-----------|-----------|-----------|
|   |   |   | <b>Q1</b>                        | <b>Q2</b> | <b>Q3</b> | <b>Q4</b> |
| 5.1 External professional advice is sought on new investment activity such as from the Councils treasury management advisors and subjected to due diligence checks.<br>Regular meetings with fund managers to ascertain how investments are performing.<br>Maintaining and reporting on the Council's Treasury Management Strategy and Capital Strategy, which set out the criteria for investments.<br>Regular updates to members and management team on investment performance.<br>Monitoring and review of treasury activity | Assistant Director (Corporate Services) | <ul style="list-style-type: none"> <li>Regular meetings have been held throughout the year with LINK the council's treasury management advisors.</li> <li>Internal treasury meetings are held quarterly within the finance team.</li> <li>A weekly newsletter is produced by LINK detailing the state of the money markets and the economy in general.</li> <li>Regular meetings with our fund managers have taken place throughout the year so that the finance team are aware of any potential financial implications.</li> <li>Twice a year the TMSS is reviewed and presented at the Finance and Audit Committee for review and comment.</li> </ul> |                                  |           |           |           |

**Gravesham Borough Council**  
**Mid-Year Review of Corporate Risks**  
 (Review of ALL risks detailed in the 2023-2024 Corporate Risk Register)

| Controls to eliminate, reduce or transfer risk   | Lead Officer                            | Management Action Update as at Mid-Year Review  | Quarterly Risk Assessment |    |    |    |
|--|---|---|---------------------------|----|----|----|
|  |   |   | Q1                        | Q2 | Q3 | Q4 |
| 5.2 Close working between finance and property services to enable early identification of risks or opportunities to the Council's investment portfolio. Maintaining the commercial income protection reserve. Currently this reserve is set at 15% of annual commercial income. Maintaining and reviewing the Property Acquisition Strategy and ensuring all commercial investments align with this strategy. Development of a Commercial Income Dashboard | Assistant Director (Corporate Services) | <ul style="list-style-type: none"> <li>Property dashboard which includes investment yield is presented 5 times a year at the Special Advisory Cabinet Committee together with updates on the property investment portfolio</li> </ul> |                           |    |    |    |
| 5.3 Review of commercial property portfolio to ensure it is compliant with the Prudential Code and PWLB criteria. Research other investment opportunities / income streams.  | Assistant Director (Corporate Services) | <ul style="list-style-type: none"> <li>This is completed at the time of investment and during the annual and in year reviews of the TMSS</li> </ul>   |                           |    |    |    |

**Gravesham Borough Council**  
**Mid-Year Review of Corporate Risks**  
 (Review of ALL risks detailed in the 2023-2024 Corporate Risk Register)

|                                    |   |               |   |              |  |                   |   |               |   |                          |    |                   |   |               |   |              |   |
|------------------------------------|---|---------------|---|--------------|--|-------------------|---|---------------|---|--------------------------|----|-------------------|---|---------------|---|--------------|---|
| <b>The Risk</b>                    |   |               |   |              | <b>Adoption and delivery of a sound Local Plan</b>     |                   |   |               |   | <b>Risk No.</b>          |    | <b>6</b>          |   |               |   |              |   |
| <b>Link to Corporate Objective</b> |   |               |   |              | #3 Place   |                   |   |               |   |                          |    |                   |   |               |   |              |   |
| <b>Review Date</b>                 |   |               |   |              | October 2023   |                   |   |               |   |                          |    |                   |   |               |   |              |   |
| <b>Cabinet Portfolio</b>           |   |               |   |              | Strategic Environment                                  |                   |   |               |   |                          |    |                   |   |               |   |              |   |
| <b>Risk Owner(s)</b>               |   |               |   |              | Director of Environment, Assistant Director (Planning) |                   |   |               |   |                          |    |                   |   |               |   |              |   |
| <b>INHERENT RISK SCORE</b>         |   |               |   |              | <b>RESIDUAL RISK SCORE</b>                             |                   |   |               |   | <b>TARGET RISK SCORE</b> |    |                   |   |               |   |              |   |
| <b>Likelihood</b>                  | 4 | <b>Impact</b> | 4 | <b>Score</b> | 16   | <b>Likelihood</b> | 4 | <b>Impact</b> | 3 | <b>Score</b>             | 12 | <b>Likelihood</b> | 3 | <b>Impact</b> | 3 | <b>Score</b> | 9 |

| <b>Trigger</b>   | <b>Consequences</b>   |
|--|---|
| Local Plan is not up-to-date and not underpinned by a robust evidence base                             | <ul style="list-style-type: none"> <li>• Local Planning Authorities (LPAs) are required to have an up-to-date local plan in place by the end of 2023 or face government sanction / intervention.</li> <li>• If Government intervention:               <ul style="list-style-type: none"> <li>➢ Reputational damage to the Council</li> <li>➢ The potential imposition of unwanted planning policies, causing an inability to deliver upon the Council's that are dependent on the Local Plan</li> </ul> </li> <li>• Council less able to protect the Borough from inappropriate or poor-quality development.</li> </ul>   |
| Council is unable to identify a five-year land supply and fails the Government's Housing Delivery Test | <ul style="list-style-type: none"> <li>• Where councils cannot demonstrate a five-year supply, national planning policy, rather than policies in a Local Plan have greater influence in decision making.</li> <li>• National policy states there should be a "presumption in favour of sustainable development" for housing. This means that if a site can be considered to deliver 'sustainable development' then planning permission could be granted, even if there is no support from the council for housing in that location or the site sits outside the Local Plan.</li> <li>• Councils have less 'control' over where new homes are built:               <ul style="list-style-type: none"> <li>➢ May have to recommend approval of applications for sites they have not allocated.</li> <li>➢ Increase in rejected proposals approved at appeal.</li> </ul> </li> </ul> |

**Gravesham Borough Council**  
**Mid-Year Review of Corporate Risks**  
 (Review of ALL risks detailed in the 2023-2024 Corporate Risk Register)

| Controls to eliminate, reduce or transfer risk   | Lead Officer                  | Management Action Update as at Mid-Year Review  | Quarterly Risk Assessment |    |    |    |
|--|-------------------------------|---|---------------------------|----|----|----|
|  |                               |   | Q1                        | Q2 | Q3 | Q4 |
| 6.1 <ul style="list-style-type: none"> <li>Service has taken up the offer of a PAS Local Plan Gateway Review which is an independent assessment of the risks and opportunities faced.</li> <li>The Local Plan is supported by a detailed project timetable / project plan that is used to control and manage the process, as far as that is possible and that this is periodically presented to Management Team for management update/monitoring purposes.</li> <li>There are risks which cannot be adequately mitigated because they are under the control of external organisations and the Council is reliant on those external parties for elements of the Local Plan. For example, updated transport modelling is required from Kent County Council in agreement with National Highways. This is outside of our direct control but essential for the plan.</li> </ul> | Assistant Director (Planning) | Work has continued on the emerging Local Plan. Building on the work that has been undertaken to date a revised project plan has been produced taking into consideration the Levelling-up and Regeneration Act 2023 and potential revisions to the National Planning Policy Framework (NPPF) to deliver a more strategically focused Local Plan with Site Allocations. Progress against the revised project plan is being reported to Management Team and updates will also be reported to Cabinet. The emerging Local Plan risk register is reported to Management Team to evaluate and respond to any matters that may impact the delivery of the emerging Local Plan. This risk register is informed by local, sub-regional and national reviews of Local Plans and Local Planning Authorities' experiences of Local Plan examinations. |                           |    |    |    |

| Controls to eliminate, reduce or transfer risk   | Lead Officer                  | Management Action Update as at Mid-Year Review   | Quarterly Risk Assessment |    |    |    |
|--|-------------------------------|--|---------------------------|----|----|----|
|  |                               |  | Q1                        | Q2 | Q3 | Q4 |
| 6.2 <ul style="list-style-type: none"> <li>Production of Housing Delivery Action Plan and implementation of the interventions identified within it.</li> </ul> | Assistant Director (Planning) | The Borough's Housing Delivery Action Plan is being updated to reflect the 2022/23 housing land supply position and updated housing trajectory. The updated Housing Delivery Action Plan will be reported to Cabinet by January 2024. Significant progress has been made against the adopted Housing Delivery Action Plan, with for example Development Management no longer having a backlog of planning applications and additional guidance documents being published. Corporately despite the challenging economic climate, the Council has formed Rosherville Ltd which is moving forward with The Charter development (currently under construction) and with the Housing department bringing forward the Council's new build affordable housing programme at sites such as St Patrick's Gardens and St Columba's Close. |                           |    |    |    |

**Gravesham Borough Council**  
**Mid-Year Review of Corporate Risks**  
 (Review of ALL risks detailed in the 2023-2024 Corporate Risk Register)

|                                    |   |               |   |              |                            |                   |   |               |   |                          |    |                   |   |                 |          |              |   |
|------------------------------------|---|---------------|---|--------------|----------------------------|-------------------|---|---------------|---|--------------------------|----|-------------------|---|-----------------|----------|--------------|---|
| <b>The Risk</b>                    | <b>Implementation of the Elections Act 2022</b>   |               |   |              |                            |                   |   |               |   |                          |    |                   |   | <b>Risk No.</b> | <b>7</b> |              |   |
| <b>Link to Corporate Objective</b> | #1 People: a proud community; where residents can call a safe, clean, and attractive borough their home.<br>#2 Place: a dynamic borough; defined by a vibrant and productive local economy taking advantage of growth in the area, supported by its strong and active community.<br>#3 Progress: an entrepreneurial authority; commercial in outlook and committed to continuous service improvement, underpinned by a skilled workforce and strong governance environment. |               |   |              |                            |                   |   |               |   |                          |    |                   |   |                 |          |              |   |
| <b>Assessment Date</b>             | October 2023  |               |   |              |                            |                   |   |               |   |                          |    |                   |   |                 |          |              |   |
| <b>Cabinet Portfolio</b>           | Full Council  |               |   |              |                            |                   |   |               |   |                          |    |                   |   |                 |          |              |   |
| <b>Risk Owner(s)</b>               | Chief Executive and Returning Officer   |               |   |              |                            |                   |   |               |   |                          |    |                   |   |                 |          |              |   |
| <b>INHERENT RISK SCORE</b>         |   |               |   |              | <b>RESIDUAL RISK SCORE</b> |                   |   |               |   | <b>TARGET RISK SCORE</b> |    |                   |   |                 |          |              |   |
| <b>Likelihood</b>                  | 5   | <b>Impact</b> | 3 | <b>Score</b> | 15                         | <b>Likelihood</b> | 5 | <b>Impact</b> | 2 | <b>Score</b>             | 10 | <b>Likelihood</b> | 5 | <b>Impact</b>   | 1        | <b>Score</b> | 5 |

|  |                    |
|--|--------------------|
| <b>Lead Officer (s)</b>                  | <b>Target Date</b> |
| Simon Walsh, Head of Democratic Services | 31 January 2025    |

| <b>Trigger</b>  | <b>Consequences</b>  |
|---|--|
| <p>The combination of changes emanating from tranche one and two of the Elections Act are due to be delivered for polls taking place in May 2024. These changes being delivered at the same time and with a UK parliamentary election due before the end of January 2025, these have the potential to stretch the Councils Elections service.</p> | <p>Risk mitigations and choices being made uninformed (see also comms risk)</p> <p>The Returning Officer may struggle to deliver the elections they have personal responsibility for e.g., electors prevented from voting leading to a challenge to the way the poll was conducted. Potential errors leading to lack of confidence in the administration of the poll and the result.</p> <p>The risk of challenge by petition after the election will be higher.</p> <p>Election outcome is open to challenge e.g., electors not being issued with electoral identity documents and being unable to vote.</p> <p>The democratic legitimacy of the Council might be undermined hindering its ability to fulfil its role.</p> <p>Reputational damage for the local authority</p> <p>If election results are challenged via electoral petition, council decision making affected.</p> |
| <p>Electoral Commission Guidance not in place to inform planning for May 2024</p>   | <p>Election outcome is open to challenge e.g., electors not being issued with electoral identity documents and being unable to vote.</p> <p>Failure to deliver polling e.g., electors prevented from voting leading to a challenge to the way the poll was conducted. Potential errors leading to lack of confidence in the administration of the poll and the result.</p> <p>Reputational damage for the local authority</p>  |

**Gravesham Borough Council**  
**Mid-Year Review of Corporate Risks**  
 (Review of ALL risks detailed in the 2023-2024 Corporate Risk Register)

| Trigger   | Consequences   |
|---|--|
| Too much workload on Electoral Services Officers                                      | <p>Stress/ sickness absence</p> <p>Unable to process applications in a timely manner.</p> <p>Disenfranchised electors (with disproportionate impact on certain demographics and deprived areas)</p> <p>Reputational damage, increased costs, Impact on election capacity, Impact on other activities</p>   |
| ICT System failure (Government Portal for Voter ID and Absent Voter applications)     | <p>Unable to process applications and/or authorised IDs incorrectly.</p> <p>Centralised printing of Voter ID document is disrupted and therefore not despatched in timely fashion to electors.</p> <p>Disenfranchised electors (with disproportionate impact on certain demographics and deprived areas)</p> <p>Reputational damage</p> <p>Increased workloads and costs</p> <p>Impact on election capacity</p> <p>Electoral Fraud</p> |
| Communications are not effective (Comms Risk)   | <p>Increase in voter ID requests leading to being unable to process applications in a timely manner (see above)</p> <p>Electors do not need to apply for Voter ID (as they already have suitable photographic ID)</p> <p>Electors assume Poll Card Letter is ID</p> <p>Electors do not realise they need ID and do not like being challenged in the station.</p> <p>Electors being potentially disenfranchised</p>                     |
| Additional Responsibilities for polling staff   | <p>Increased difficulty in recruiting (particularly presiding officers) and increased training requirements (including for experienced staff)</p> <p>Risk to election delivery</p> <p>Increased issues in polling stations etc.</p> <p>Unable to deliver polls.</p>  |
| Increased serious polling station incidents due to additional 'challenge point' of ID | <p>Increased resourcing requirement on police. Police unable to respond to serious incidents as occupied elsewhere.</p> <p>Risks to staff safety - Difficulty recruiting new staff or retaining experienced staff.</p> <p>Staff are put in dangerous situations.</p>   |



**Gravesham Borough Council**  
**Mid-Year Review of Corporate Risks**  
 (Review of ALL risks detailed in the 2023-2024 Corporate Risk Register)

| Controls to eliminate, reduce or transfer risk   | Lead Officer                | Management Action Update as at Mid-Year Review   | Quarterly Risk Assessment |    |    |    |
|--|-----------------------------|--|---------------------------|----|----|----|
|  |                             |  | Q1                        | Q2 | Q3 | Q4 |
| 7.1 External dependency on Department for Levelling Up, Housing and Communities (DLUHC) delivery   | Head of Democratic Services | Although the Voter ID aspect of the Elections Act has been introduced for one poll – this poll had low turnout. New additional ‘tranche two’ changes are being introduced and the risks are still live for a UK general election, where turnout is much higher. These changes still require secondary legislation. |                           |    |    |    |
| 7.2 External dependency on DLUHC delivery.   | Head of Democratic Services | The implementation of tranche two of the changes is still dependant on the work of the DLUHC (business change team) with guidance and changes to the electoral registration portal (software system) being delivered by them.  |                           |    |    |    |
| 7.3 Additional Support to be allocated to the elections team to increase capacity and building resilience by sharing workload across the electoral service   | Head of Democratic Services | The electoral services team was bolstered with support from officers across the council. Particularly regarding the administration of the voter authority certificate scheme. This support will be expanded again, leading into the elections scheduled in 2024.   |                           |    |    |    |
| 7.4 Ensuring Staff are trained when system information is available.   | Head of Democratic Services | All elections staff were trained on the changes coming from tranche one of the Elections Act. For all staff this involved more in-depth online training. For presiding officers this was supplemented with in person training. This was successful and will continue leading to the polls in 2024.                 |                           |    |    |    |
| 7.5 Ability to issue temporary electoral identity documents as contingency should usual determination, printing and distribution processes become disrupted. | Head of Democratic Services | This arrangement will still be in place to mitigate the risks which are ongoing through any future election period.  |                           |    |    |    |
| 7.6 The ERO will have the ability to allow the appointment of an emergency proxy for the polling day.  | Head of Democratic Services | This arrangement will still be in place to mitigate the risks which are ongoing through any future election period.  |                           |    |    |    |
| 7.7 Electoral identity documents expected to be on A4 paper with inherent security features.   | Head of Democratic Services | This arrangement will still be in place to mitigate the risks which are ongoing through any future election period.  |                           |    |    |    |
| 7.8 To utilise internal comms team as far as practicable.  | Head of Democratic Services | The communications programme for election in 2023 was successful and delivered by the Councils Communications Team. The programme will be repeat ahead of each future election and will be adapted to include the changes coming from tranche two of the Election Act.   |                           |    |    |    |
| 7.9 To contact staff early to inform planning and to put all council teams and staff on standby to assist if the need arises.                                | Head of Democratic Services | This arrangement will still be in place to mitigate the risks which are ongoing through any future election period.  |                           |    |    |    |
| 7.10 Make Early contact with police to discuss resourcing and cover.   | Head of Democratic Services | This arrangement will still be in place to mitigate the risks which are ongoing through any future election period.  |                           |    |    |    |