

## Mid Kent Audit

Page 1 of 10

Risk Ref	Risk Description	Risk Owner	Key Existing Controls	Current Score	Rating Change	Controls Planned	% Complete Target Date	Mitigated Score
S-SBC0008	Cyber Attack leading to IT compromise, loss of sensitive data or disruption of critical services.	Julie May	<ul style="list-style-type: none"> <li>Regular backup programmes</li> <li>Comprehensive business continuity plans to ensure recovery and minimum service disruption.</li> <li>Nessus scanning software reporting on system vulnerabilities</li> <li>Ongoing programme of awareness raising through Cyber events, training, and tests</li> <li>Regular Cyber Incident Business Continuity Exercises</li> <li>Ability to locate missing devices</li> <li>Enhanced Multi Factor Authentication user experience - Adopting secure methods (Phone App)</li> <li>Boxphish - Cyber Awareness Training</li> <li>Annual IT health check for Public Service Network Accreditation (PSN)</li> <li>Review of third-party software products via DPIAs</li> <li>Advanced firewalls, real-time monitoring systems, and multi-layered next generation Anti Virus Software</li> <li>Clear and enforceable policies covering access to systems, password management</li> <li>Communication plans for internal and external communication during incidents</li> </ul>	25	9	<ul style="list-style-type: none"> <li>Follow up actions from the Midkent cyber security exercise.</li> <li>Password Authentication - Remove the need for passwords and move towards Biometrics</li> <li>Endpoint Compliance Policies for laptops, mobiles and Bring Your Own Device</li> <li>Enhanced IT Cyber Security training for IT Team</li> <li>Enhanced M365/Azure Backup Protection</li> <li>Cyber Essentials Accreditation</li> <li>Review of existing security products to align with industry standards</li> <li>Implement SOC/SIEM solution to provide additional external support and monitoring</li> </ul>	100% 0% 25% 0% 0% 77% 25% 0%	16

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S-SBC0020	Future Leisure Centre provision	Martyn Cassell		12	8	<ul style="list-style-type: none"> <li>Formal agreement of contract extension approved by committee and draft terms agreed by all parties</li> <li>External specialists commissioned to complete contract documents</li> <li>Deed variations completed by MKLS and will be presented to SERCO.</li> <li>Series of Member workshops to discuss strategic objectives and operating models</li> <li>Create Project Plan to finalise the long term provision and investment plan</li> <li>Undertake the required procurement process or in-house service set up</li> </ul>	100% 98% 31/12/2026 100% 100% 100% 15% 07/01/2027	4
S-SBC0001	Increases in homelessness	Charlotte Hudson	<ul style="list-style-type: none"> <li>Review of temporary accommodation provision and maximising use of public sector assets</li> <li>Supporting / influencing developers to unlock additional social housing</li> <li>Landlord incentive scheme</li> <li>Housing Allocations Policy</li> <li>Homeless Prevention Team in place</li> <li>Forecasting of homelessness spend and adjustments to budgets made as part of medium-term financial planning</li> <li>Increasing supply of affordable housing to increase rental supply</li> <li>Temporary Accommodation Improvement Plan in place and being actioned.</li> <li>Housing Options Restructure and investment in team</li> </ul>	20	4	<ul style="list-style-type: none"> <li>Undertake a tender process for provision of temporary accommodation</li> <li>Review all those in temporary accommodation households</li> <li>Implement TA Purchase project</li> <li>Revised Housing Strategy drafted and approved to go out to consultation</li> <li>Business case being prepared for Council purchase of properties to use as temporary accommodation</li> <li>Housing Emergency Actions</li> </ul>	100% 100% 95% 31/10/2025 100% 100% 70% 31/12/2025	12

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S-SBC0015	Funding Capital Spend Delivery of council priorities requires capital spend which cannot be accommodated within the revenue budget.	Lisa Fillery	<ul style="list-style-type: none"> <li>Revenue implications of capital explicitly funded through revenue budget</li> <li>Liaison with commercial tenants</li> <li>All capital projects to have business case agreed by relevant Committee</li> <li>Capital schemes may generate new revenue income streams</li> <li>North Kent Pooled Business rate fund to meet capital costs</li> <li>Annual review of capital programme and ongoing process to review business plans for current programme as required.</li> </ul>	20	11	<ul style="list-style-type: none"> <li>Generation of capital receipts through selling assets</li> <li>Work more closely with commercial tenants</li> <li>Consultant working on the Rainbow Homes business case and reviewing costs</li> <li>s106 and grant funding of new capital projects only in the future</li> </ul>	0%  0% 30% 70%	12
S-SBC0011	Focus on established priorities: Resources are dissipated away from statutory responsibilities and established priorities	Larissa Reed	<ul style="list-style-type: none"> <li>Regular 1-2-1 meetings between senior members &amp; heads of service.</li> <li>Robust budget-setting process</li> <li>Single CLT member identified to monitor/coordinate cross-cutting work on each corporate-plan objective</li> <li>Directors have overall responsibility for the delivery of the priorities</li> <li>Annual report process to be focused on corporate-plan objectives</li> <li>Routine reporting on progress against priorities to P&amp;R Committee</li> <li>Agreed corporate plan priorities which have been prioritised and are being monitored through Pentana</li> <li>Service planning process designed to relate activity more explicitly to resources and priorities</li> </ul>	8		<ul style="list-style-type: none"> <li>LGA Corporate Peer review action plan</li> </ul>	40% 31/05/2023	4
S-SBC0023	Impact of local government reorganisation results in a lack of capacity to balance change programme with delivery of existing services.	Larissa Reed	<ul style="list-style-type: none"> <li>LGR Project Board In place</li> <li>Programme Lead Officer allocated</li> </ul>	20		<ul style="list-style-type: none"> <li>LGR Project Officer to be recruited</li> <li>Work being undertaken to procure a strategic partner to help the council</li> </ul>	0% 02/07/2025 50% 14/07/2025	16



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S-SBC0007	The Council is unable to deliver the climate & ecological emergency motion agreed at Council in June 2019.	Martyn Cassell	<ul style="list-style-type: none"> <li>Climate &amp; ecology emergency Member / officer steering group established</li> <li>Annual report to Council to monitor progress</li> <li>Corporate Action Plan being delivered</li> </ul>	9	-3	<ul style="list-style-type: none"> <li>Swale House refurbishment will be completed</li> <li>Environmental gains factored into major contracts</li> <li>Annual revision of action plan including focus on top 10 actions</li> <li>Key environmental policies remain in draft (new local plan)</li> <li>Review of carbon footprint with external agency</li> <li>Re-write of CEE action plan following review of carbon footprint</li> </ul>	100%    25% 31/03/2026  100%  100%	6
S-SBC0009	Affordable Housing: Failure to develop a good quality, viable project for Hudson the delivery of affordable housing	Charlotte Hudson	<ul style="list-style-type: none"> <li>Access to expert consultancy and legal advice</li> <li>Strong relationships with RPs that develop in Swale</li> <li>Capital funding agreed by Council</li> <li>SBC Landholdings identified to support the project</li> <li>Review of best practice</li> <li>Initial scoping and viability work undertaken on landholdings</li> <li>Available sources of funding reviewed</li> <li>Testing the market for possible partners</li> <li>Local Housing Company set up and director appointed to lead on development of sites</li> <li>Monitor market for land acquisitions</li> </ul>	12		<ul style="list-style-type: none"> <li>Deliver 3 development sites agreed by Cabinet</li> <li>Acquire suitable land to enable development of Affordable Housing</li> <li>Homes England grant application being developed</li> <li>Become an investment partner with Homes England</li> <li>Rainbow Homes to become a registered provider</li> </ul>	30% 31/10/2025  100%  40%  80%  100%	9

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S-SBC0010	Major Contractor Failure or Decline: Existing suppliers not delivering as per the contract.	Martyn Cassell	<ul style="list-style-type: none"> <li>• Annual reporting to Environmental Services and Climate Change Committee</li> <li>• Contracts in place and regularly monitored</li> <li>• Annual reconciliation of invoices paid to contractors</li> <li>• Regular dialogue with contractors and use of performance mechanisms</li> <li>• Awareness of industry developments and best practice</li> <li>• Routine financial checks</li> <li>• Supporting contractors to undertake new initiatives to resolve problems</li> <li>• Regular and detailed dialogue with key Members</li> </ul>	15	-5	<ul style="list-style-type: none"> <li>• Discussions with contractors around the impact of COVID-19 / other external issues</li> <li>• Recovery and Delivery Plan created</li> <li>• Regular engagement with Borough partners for transfer of learning, peer support and collection intervention</li> </ul>	100%	12
S-SBC0017	Difficulties in recruitment & retention caused by changes in relation to Local Government Reorganisation	Bal Sandher	<ul style="list-style-type: none"> <li>• Workforce strategy monitoring &amp; reporting</li> <li>• Training &amp; development programme to increase skill levels</li> <li>• Occupational health, employee support and HSE Stress Survey</li> <li>• Recruitment process includes ability to adjust pay &amp; market supplement for hard to recruit jobs</li> <li>• Rewards package reviewed regularly</li> <li>• Commissioning specialist external support as required</li> <li>• Use of ClearReview to encourage continuous conversations and clear objectives</li> <li>• Hybrid Policy and service review of hybrid working arrangements</li> <li>• Graduates site created and career grades used for staff progression</li> <li>• Reviewing exit interviews on reasons for leaving</li> <li>• Monitor and review the online on boarding of new staff</li> <li>• Annual market supplement reviews</li> <li>• Career grade structures in place for staff progression</li> </ul>	9	3	<ul style="list-style-type: none"> <li>• Strengthen the succession planning process</li> <li>• Review potential for different approaches to recruitment</li> </ul>	30% 19/09/2025	6

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S-SBC0003	Housing Supply: Council unable to deliver a 5 year housing supply (5YHLS)	Joanne Johnson	<ul style="list-style-type: none"> <li>Provision of a sound evidence base to support the delivery of a new Local Plan</li> <li>Ensure Members are kept up to date with key regulation and legislation changes</li> </ul>	12	0	<ul style="list-style-type: none"> <li>Local Plan Review - P&amp;R and Full Council will be asked to agree to continue to develop the evidence base.</li> <li>Introduction of a 'statement of common ground' process for major development sites.</li> <li>Figure to be robustly reviewed at appropriate update opportunities</li> </ul>	100%  5%  50%	12



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S-SBC0004	Design of Major Contracts: Significant changes in how major contracts are delivered when the contract expires.	Martyn Cassell		9	-3	• Availability of expert legal advice		100%	9
						• Robust tender process that includes the early identification of contracts approaching the end of their term		100%	
						• Ongoing engagement with Members to provide a clear perspective on direction		100%	
						• Awareness of central government legislative changes		100%	
						• Review potential methods of operation, including researching approaches adopted by other local authorities		100%	
						• Continued Member engagement		75%	
						• Early market testing to support financial predictions		100%	
						• Continue to follow Government consultations on new legislation		85%	
						• Design of waste specification completed with careful consideration of financial implications		100%	
						• GM contract completed and in final transition		100%	
						• Final waste and street cleansing tender stage underway followed by evaluation		100%	
						• Continue to research alternatives to commissioned services and ways to reduce financial implications		100%	
• Oversee transition from old to new waste and street cleansing contract		75%							

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S-SBC0018	increase in demands on Council services, loss of income and community pressure	Charlotte Hudson	<ul style="list-style-type: none"> <li>• Internal Cost of living working group</li> <li>• Administration of Household Support Fund</li> <li>• Volunteer sector group in place to identify key risks and collaborative working</li> <li>• Controls outlined in the Homelessness risk</li> <li>• Explore Redirection of grant funds to support increase on demand to VCS</li> <li>• Use of Policy &amp; Practice data platform to provide targeted support</li> <li>• Development of Community Development Strategy</li> </ul>	16	-4			16