

Agenda Item No: 7

Report To: Audit Committee

Date of Meeting: 28th September 2017

Report Title: Strategic Risk Management:
Update Report September 2017

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Portfolio Holder Cllr Neil Shorter
Portfolio Holder for: Finance & IT



Summary:

Twice a year the Audit Committee considers the Council's Strategic Risks and is asked to note the updated assessments and to agree the adequacy of key controls and the mechanisms for monitoring and mitigation. This report fulfils those obligations.

Since adoption of the risk approach agreed in 2015, monitoring and assessment of strategic risk has been an evolving process, so some of the risk titles and descriptors have been amended to better reflect the risk factors. It has been proposed, however, to have a more major review of the risk framework, so this should be the last time risk will be presented in this format to Members. A new framework is currently being developed by the Audit Partnership in tandem with the Corporate Policy, Economic Development & Communications Team and is scheduled to be presented to Audit Committee in March 2018.

Recommendations: **The Audit Committee is asked to:-**

- I. Consider the updated risk factors and agree the assessments, as well as the adequacy of the key controls and the mechanisms for monitoring and mitigation;**
- II. Note the proposal to include a further Strategic Risk on Emergency Planning and Business Continuity**
- III. Note that a new risk framework is being developed to improve risk management arrangements and will be presented to Audit Committee in March 2018.**

Policy Overview: In line with good governance practice and principles

Financial Implications: None at this stage

Legal Implications None at this stage

Equalities Impact Assessment Not Required because equalities issues are assessed as part of the project initiation process

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Report Title: Strategic Risk Management - Update Report September 2017

Introduction and Background

1. Twice a year the Audit Committee considers the Council's Strategic Risks and the Risk Management processes. This report is an update of the report reviewed by Audit Committee in March this year and is part of the monitoring process for the Council's seven identified Strategic Risks which, it was agreed, should be monitored and reviewed at a high level and on a regular basis. This report fulfils those obligations.
2. All seven themes underpin and support the Council's corporate agenda and they cover areas that the Council needs to ensure are working properly if it is to achieve its five year Corporate Plan 2015-2020 – *for aspiration, action and achievement*.

Proposal/Current Position

3. Since adoption of the risk approach – originally agreed in 2015 - monitoring and assessment of strategic risk has been a regular, but evolving, process, so some of the risk titles and descriptors were amended (in March) to better reflect the risk factors.
4. This September 2017 report and accompanying appendix is, therefore, part of the agreed monitoring process which Audit Committee Members undertake.
5. As recommended in the March report to Audit Committee, continuous improvement of the Council's risk management arrangements is important so, in order to ensure that risk management remains robust, Management Team has proposed that a major review of the risk framework should take place, with the Audit Partnership and the Corporate Policy Team working together to achieve this. This should, therefore, be the last time that risk will be presented in this format (or with this content) to Members.
6. The earlier agenda item for this Committee, dealing with the Final Audit Report of Business Continuity Planning (August 2017), demonstrated that a more corporate oversight of Business Continuity Planning was required – specifically to “consider scenarios which may interrupt the business operations of the Council”.
7. In response to that requirement, Members of the Audit Committee will be reassured to note that Management Team has both agreed the recommendation to include a risk assessment within the Business Continuity Plan, and also now agreed that an appropriate level of monitoring and review would be achieved by including both Emergency Planning and Business Continuity Planning as part of the Strategic Risk Register, with the Head of

Service becoming the risk owner.

8. Work has started on this already, and it should be completed by the time of the next Audit Committee's consideration of risk in March 2018.
9. In addition, a new framework is currently being developed by the Audit Partnership in tandem with the Corporate Policy, ED & Comms Team and is scheduled to be presented to Audit Committee in March 2018.
10. The new framework will look at the various elements of risk, including:
 - (a) the potential amalgamation of strategic and operational risks, with the intention of reporting the highest risks (in both categories) to Members;
 - (b) reviewing the risk criteria to ensure they are robust;
 - (c) reassessing the categories of strategic risk to avoid duplication of themes and criteria; and
 - (d) reviewing the presentation of risk to ensure that it facilitates Members and Officers in monitoring risk and ensuring that risk controls are adequate.
11. This review process is currently taking place and will be completed in time for the Audit Committee's March meeting.
12. For this meeting, however, Members are asked to consider the updated position on the management of strategic risk and to endorse the monitoring approach and the controls that are currently in place.
13. The following section – 'The Risks in Context' – reminds Members of the context for each risk and gives a full update. The attached appendix is the risk template with the risk position shown graphically.

The Risks in Context

ABC 1603/1: Organisation Skills & Capacity to Deliver (Risk Owner: Terry Mortimer)

(a) Succession planning & resourcing

14. Concern had been raised over the capacity and resilience of the senior management tiers. Since the last report the Chief Executive has completed and implemented a management restructure. This sought to realign service areas with complementary services as well as increase the strategic capacity of the organisation.
15. Four senior manager posts were created (Head of Planning & Development, Head of Legal and Democracy, Head of Policy, Economic Development and Communications and a Director Finance and Economy) These posts are intended to increase and improve capacity as well as create a wider pool for future succession to aid resilience as there is planned and unplanned turnover.
16. A rigorous and thorough recruitment process to fill all four management positions has now been completed. All four post holders (three of them external candidates) will be in post by the end of November 2017. A

structured induction programme is currently being planned to ensure that the new members of staff have a thorough introduction to ABC and are able to operate as effectively as possible in a short amount of time. A good induction process is also important so that each new starter feels welcome and crucially sets the tone for the 'settling-in' period. As part of the ongoing succession planning work all four post holders will be considering the resources they have and the associated risks as they start with ABC; and the HR team will be supporting this process.

17. Programme management and project initiation processes are becoming embedded and post project reviews have been undertaken to ascertain areas of learning and good practice to help inform future improvements in project resource planning.
18. A flexible way to increase resources for a short term need is to engage a specialist consultant. Equally, overuse of consultants can place the council at risk as the organisational knowledge and skills developed by the consultant leave the council at the end of the assignment, or when a more lucrative assignment comes along. Consequently, a desk-top review of consultants has been undertaken to ascertain whether the consultants engaged over the last two years are covering 'day jobs', a one-off project or providing specialist skills. As the findings of this review emerge it is possible that we will seek to improve resilience by converting some consultant roles into permanent establishment posts.
19. The previous report to Audit Committee in March 2017 identified Member skills and capacity as a potential control mechanism, although one that could become a risk in itself if not substantially embedded within the organisation.
20. During 2017, to date, training sessions in Planning, Data Protection and Chairmanship Skills have been supplied for Members and participation levels have generally been good. A training event on licensing is taking place in October.
21. The main focus this year, however, has been the development of Modern.Gov. An electronic system that will facilitate access to documents, participation in meetings and access to training on Learning & Development modules, this system will begin to be rolled out to Members in January 2018. As well as improving the way in which Members can view agendas and minutes, it will also include the long-requested Members' training library area.

(b) Engagement and workforce culture

22. A well-motivated workforce and engaged workforce contributes to good productivity levels and low sickness absence levels; and such a workforce make good ambassadors for the council and have high morale.
23. Our engagement plan is a mix of internal communication of key corporate projects and progress, consultation and feedback as well as more social events designed to help teams network. Our current engagement plan is being rolled out with good take up.

24. Reflecting the good work we are doing, for the third year running we have been shortlisted for three national engagement awards. These acknowledge and provide us with a national benchmark that shows how well we plan and deliver our engagement activities and how well they are linked to the delivery of objectives.
25. A good indication of engagement is sickness absence levels. The 2016/17 levels continued to be low (6.43 days per FTE). In June 2017 the O&S Committee were confident that sickness absence was being well managed. As wellbeing is a focus for this year a wellbeing survey is planned for the autumn to take a temperature check on how staff view their wellbeing; results from this will inform our work for the following year.
26. Work has been completed on internal corporate values that complement the existing competency framework. This is in the process of being embedded into the organisation through internal communications, annual appraisals and the staff awards scheme - as well as informal recognition schemes.

(c) Learning & Development Strategy

27. The 2017/18 training plan is on course for being delivered, having been determined using information from annual appraisals. A new appraisal process that is linked to a learning management system will be launched across all staff in December/January of this financial year. This will help us with better record keeping and evaluation processes so we can determine the impact that Learning and Development has had and ensure that there is closer assessment of the value of the investment in L&D.

(d) Pay and Reward

28. The scoping for the Pay and Reward project is planned for later in the year and will be about making sure our pay and benefits are attractive and able to support a more entrepreneurial/commercial way of working. There has been much publicity recently about the public sector pay cap and whilst we have regard for the national picture the recent news about Police and Prison Officers breaching the pay cap is unlikely to materially affect ABC as we are on locally agreed conditions, and negotiate pay awards with our local Unison branch.

ABC 1603/2: Housing & Infrastructure (Risk Owner: Richard Alderton)

29. The varying risks within this category have been mitigated during the course of the year by different actions, and some significant progress has been made on key Big 8 infrastructure projects.
30. This update demonstrates, for example, that the risk to delivery of one of the major infrastructure projects (J10A) has been mitigated by £16m forward funding of developer contributions, achieved by working with the HCA and DCLG. This is a substantial step forward in achieving a new junction – along with progress on the approval process for this Nationally Significant Infrastructure Project (NSIP). In turn this has mitigated the risk of the new local plan being found ‘unsound’ on the basis that a highway network had

insufficient capacity to cater for planned growth. The junction remains on course to be open to traffic in mid-2019.

31. Another major transport infrastructure project with a key bearing on the future of the town – the signalling of the spurs from the High Speed line into Ashford International Station – has also progressed substantially. The risk of non-delivery has been much reduced by the success of the Council and the County Council working together to secure substantial funding (£9.8m) for the project from the South East Local Enterprise Partnership. The project should be completed by March 2018.
32. At Chilmington Green – another ‘Big 8’ project - the s106 agreement was completed (January 2017), resulting in over £110m investment in infrastructure of all sorts in the coming years – including some £45m on a wide range of community facilities to support the growing population in this area of the town. A working protocol with Kent County Council has been agreed to help to establish a joined-up working approach to delivery of infrastructure on the site.
33. In terms of project resource co-ordination and progress, the Council’s programme management system assists in risk mitigation because it is becoming embedded across the organisation to ensure best and effective use of resources. Further details are available at Appendix 1. The pioneering ‘District Deal’ with the County Council is regularly updated and provides a way of responding to joint working issues that arise here and elsewhere and a joint networking event between KCC and ABC is planned to ensure that the District Deal continues to be a focus mechanism for partnership working.

ABC 1603/3: Key Project Failure (Risk Owner: Paul Mckenner)

34. At the March Audit Committee, Members heard that a number of projects were coming to fruition, thereby reducing risk. Of the ‘Big 8’ projects (the main key projects for the Council), several have progressed since the last report, although it is important to acknowledge that, in most cases, the risk has changed, rather than reduced.
35. For example, in the built environment, the original risk was to construction. Once buildings are started, the main risk changes in nature. Additionally, there are consequential risks which could impact on other parts of the Council’s business and other Council opportunities.
36. The main risk of key project failure is to Ashford’s growth and economic regeneration, as well as to income generation for the Council. All these would lead to reputational risk for the borough and for the Authority. It is, therefore, the role of groups such as the Ashford Strategic Delivery Board not only to monitor and further project progress but, equally as important, to identify potential risks and mechanisms for controlling or ameliorating those risks.

ABC 1603/4: Resource Limitations (Risk Owner: Ben Lockwood)

37. Income generation remains the focus for the Council and, with an uncertain government agenda (particularly on NNDR reform and any future finance

settlement for local government), the risk to this area remains stable, with a view of 'cautious optimism'.

38. The Medium Term Financial Plan, highlighting a small but manageable budget pressure, will be considered by Cabinet in October. Heads of Service have been reminded to be cost conscious and to exercise caution on spending while continuing to focus on the need to deliver the Council's commercial agenda.
39. In line with this, a 1% savings target has been set across all services, to enable the Council to meet the budget pressures in a measured and planned way.
40. In terms of the wider economy, there has been mixed news over the summer, with Brexit negotiations forming the main activity, and the market responding to negotiations as and when decisions emerge. With inflation currently higher than its target, the economy is slowing and UK growth is projected to be a little weaker than anticipated. The Council's focus will therefore remain on maintaining its commercial activity while achieving small savings targets in order to minimise and manage its risk.

ABC 1603/5: Collaborative Working (Risk Owner: Tracey Kerly)

41. Collaborative working is very important to this Authority – both in terms of external partners and internal cross-service working – particularly in respect of progressing projects important to the borough.
42. At the previous Audit Committee in March, Members learned that there were 11 key controls for this strategic risk area. We would now like to increase this again, to 12, because the District Deal (the agreement between ABC and KCC) which facilitates and furthers projects, was not listed previously as a control.
43. However, this collaborative working between KCC and ABC has been not only the mechanism for catalysing projects in the first instance but also the method of removing obstacles to progressing various projects. District Deal will shortly be strengthened further by a networking event, organised and led by senior officers of both Authorities.

ABC 1603/6: Community Capacity (Risk Owner: Christina Fuller)

44. The risk to the Council in this context is that there will be insufficient capacity within the Voluntary Sector to accommodate ABC's aims in working with the community
45. This is important because the Voluntary Sector in Ashford provides a diverse range of services to local communities - from the provision of community and leisure buildings, parks and play areas, sports and youth activities and advice and advocacy services, to highlight a few.
46. The consequences of the voluntary sector no longer having the capacity or resources to continue to deliver would have a negative impact on the Council in a number of ways, leading to the strategic risk identified.

47. The delivery of important services currently provided in partnership with the VCS would be at risk, as the Council does not have the resources to deliver them. These include youth services, advice services, mediation services and the management of community assets. This would result in community buildings, parks and open spaces becoming less accessible or possibly being closed.
48. This in turn would impact on the health and wellbeing of local communities and the Council's ability to meet the aims of its corporate plan, particularly Priority 3 – Active and Creative. Many vulnerable people rely on the services and support provided by the VCS and a loss of these services could result in those vulnerable people turning to the Council for help and support, thereby impacting on council resources.

Challenges

49. While successful in mitigating the risks identified, there are some challenges that remain when trying to build VCS capacity. As autonomous organisations, many VCS groups do not appreciate "interference" from the statutory sector in the way they deliver their services. Unless directly funding an organisation, the Council has limited influence on the services they deliver, the way they deliver them or their governance arrangements, including how they train trustees and volunteers.
50. It is a challenge for VCS organisations to recruit and retain trustees/committee members with the right skills and capacity to effectively steer their organisations in a direction that ensures their sustainability. This, coupled with the fact that many trustees/committee members are older will challenge the sectors' ability to remain responsive to a challenging and changing future environment.
51. Funding to VCS from the statutory sector has reduced dramatically in the last few years. VCS organisations are therefore prioritising service delivery to meet funding targets and do not have spare capacity to attend partnership boards and meetings. This could lead to a danger that the voluntary sector is not consulted on policy decisions or involved in the decision making process. This environment also makes it a challenge for VCS organisations to network and share best practice.

Mitigation Update

52. We continue to mitigate risks identified within this category by working closely with VCS organisations to support their governance arrangements, policy framework, funding levels and service delivery in order to increase capacity and encourage long-term sustainability.
53. Meetings with VCS providers to look at early identification of potential problems and issues is ongoing and a priority for Culture.
54. We are looking to further develop capacity within the voluntary sector by identifying and promoting new support organisations and are currently

investigating the suitability of a business advice service through the Kent & Medway Growth Hub. <http://www.kentandmedwaygrowthhub.org.uk/>

55. We are also working with partners to provide greater access to specialist training such as using volunteers, accessing funding, marketing and promotion
56. We have worked closely with the Volunteer Centre to develop and support a new community led trust to manage and run council assets in the Repton development and, in partnership, have been successful in setting up a Repton Community Trust. The trust will be supported and developed by the Council and its partners to ensure it has the skills and capacity to successfully run and manage its community assets in the long term.
57. We are working with the Chilmington Management Team to support a robust approach to community management. Significant and dedicated staff and funding resources are available to the Chilmington team which are not available in general but any areas of best practice will be duplicated where possible. In itself, the approach used at Chilmington is designed to help ensure community management is successful, as the overall approach taken to the policy and the negotiated financial and governance arrangements for the Chilmington Community Management Organisation should help to ensure self-sufficiency and long term sustainability.
58. We have provided assistance in awareness raising and promotion of the VCS through regular features in Ashford Voice and promotion through the Council's website. We provide a dedicated page on the Council's website and are looking at developing this page and identifying the resources needed to keep information accurate and up to date.
59. We have had discussions around supporting and enabling better promotion of the voluntary sector and have identified an opportunity for VCS to signpost to their services via the One You shop in Park Mall. We will reinvigorate promotion of the directory on the live it well website - <http://www.liveitwell.org.uk/> - to both VCS and service users.

Focus for Mitigations in Future

60. We will work with partners to focus commissioned youth services on educating, recruiting and developing the skills of young people to take up trustee posts and volunteering opportunities. At the recent Ashford College Fresher's Fair, we promoted the need for young people to volunteer.
61. We will also look at the feasibility of funding expenses of the VCS representatives for sitting on partnership committees/boards/working groups such as the Health and Wellbeing Board. When sitting on such groups it is important that the organisation provides the VCS perspective but also disseminates information to the sector.

ABC 1603/7: Reputation (Risk Owner: Tracey Kerly)

62. Audit Committee's last consideration of this strategic risk in March this year saw that new performance and risk management software had enabled earlier identification and tracking of risks.
63. Those systems are now well embedded in the Authority and good progress has been made on some important projects, but Directors and Management Team have agreed that Reputation risk should remain at amber because of the many external factors influencing reputation that are outside the Council's immediate control, as well as the importance to the Council of maintaining its reputation for effective and efficient service and project delivery, combined with high standards and a commitment to its residents and businesses.

Conclusion

64. Risk owners have reviewed and reassessed the risks and controls within their specific areas and are satisfied that this report and attached Appendix represent an accurate picture of strategic risk as it currently stands within the Authority.
65. Work has already begun, however, on a major review of the risk framework. The new framework will incorporate the amalgamation of strategic and operational risks, so that only the highest risks in each category are reported to Members; the new framework will be appropriate and fit-for-purpose, with robust risk criteria which avoid the duplication of themes; and it will also incorporate a review of the presentation of risk to ensure it is readable and easy to understand.

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Strategic Risk report



Report Type: Risks Report

Generated on: 20 September 2017

Risk Title	Organisational Skills & Capacity to Deliver	
Risk Owner	Terry Mortimer	
Risk Code	ABC1603/1	
Risk Description	<p>Organisational capacity and capability do not match the requirements or ability to deliver</p> <p>Risk that resources will not meet requirements: staffing, funding, equipment (particularly IT), accommodation, training, elected members, particularly with future organisational changes</p>	
	IC001 Succession Planning Strategy	
	IC002 Engagement Strategy	
	IC003 Learning & Development Strategy	
	IC004 Flexible resourcing framework that gives ability to access short term skilled staff	
	IC005 Business continuity plans	
	IC006 MTFP and budget monitoring processes	
	IC007 Programme management processes	
	IC008 Risk Framework	
	CRIC004 Service planning	
	IC051 Pay & Reward package	
	IC052 Member capacity & training	
	IC053 Workforce Culture	
	IC061 Structured Induction Programme	
	IC062 Modern.Gov	
Update	<p>Key risks are being addressed by:</p> <p>(i) Resourcing and Succession Planning: where Programme Management and Project Initiation processes are now becoming embedded. Service plans and service risks are reviewed, as required, and a review of the use of consultants has taken place. Restructure now complete; with four new senior management posts recruited; staff will all be in place by end of November 2017.</p> <p>(ii) Engagement Strategy: ensures highly engaged/highly performing workforce.</p>	

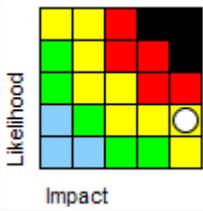
Appendix 1

	<p>Current engagement plan being rolled out with good staff take up.</p> <p>(iii) Learning and Development Strategy: performance appraisals identify individual learning needs. A new appraisal system linked to a learning management system will be launched in December 2017/January 2018.</p> <p>(iv) Pay & Reward Package: pay, reward, terms & conditions to be reviewed towards end 2017/18.</p> <p>(v) Member Skills & Capacity: Modern.Gov will be rolled out to Members in January 2018.</p> <p>(vi) Workforce Culture: ABC values being rolled out across organisation via senior management.</p>
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Risk Title	Housing & Infrastructure	
Risk Owner	Richard Alderton	
Risk Code	ABC1603/2	
Risk Description	<p>Infrastructure projects being delivered by others but required to support ABC's development goals are delayed, abandoned or mismanaged.</p> <p>(i) Risk of individual affordability & skills gaps leading to inability to obtain housing</p> <p>(ii) Lack of funding for necessary infrastructure needed to maintain prime location status</p> <p>(iii) Risk of not attracting developers to ensure a supply and range of housing to meet diverse needs and emerging markets</p> <p>(iv) Under provision across borough of new or refurbished sports, cultural and leisure facilities</p>	
	<p>IC009 Regular liason with HCA and Highways England to secure funding for j10a</p> <p>IC010 Economic Regeneration and Investment Board</p> <p>IC011 New Local Plan allocations based on deliverability criteria & Planning Policy Task Group</p> <p>IC012 HRA business plan</p> <p>IC013 Regular liason with Homes and Communities Agency to take advantage of new government programmes</p> <p>IC014 Work with Ashford College on future curriculum</p> <p>IC015 Internal group monitoring s106 spend to seek best community return on a range of facilities</p> <p>IC050 Ashford Strategic Delivery Board (ASDB)</p> <p>IC063 Regular close working with KCC and others through District Deal</p>	
Update	<p>(i) £16m forward funding of developer contributions achieved through work with HCA and DCLG and progress made on approval process.</p> <p>(ii) Revisions to the new Local Plan for June 2017; submission of Plan for examination by end 2017. Important to ensure sufficient land is available for new housing to meet Government land supply targets.</p> <p>(iii) Progress meetings assists with progressing issues and ASDB with monitoring and preventing strategic blockages, taking place on all projects; District Deal.</p> <p>(iv) Regular PFH/College meeting to support Business Advisory Council which meets quarterly to update on Ashford College activities and strategic direction.</p>	

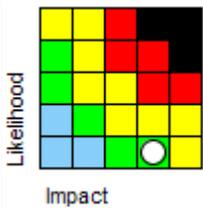
	<p>(v) Spurs signalling progressed substantially, assisted by securing of £9.8m funding via SELEP. Completion due March 2018.</p> <p>(vi) S106 contributions still being monitored; prioritisation is a focus. CIL - consultation has taken place on charges, which will be applied after Local Plan adoption in mid 2018.</p> <p>(vii) S106 agreement on Chilmington Green will lead to substantial community facilities being developed.</p> <p>(viii) Programme Management and PID process now embedded across ABC to ensure integration, co-ordination and best use of resources.</p> <p>(ix) S278 works being co-ordinated by KCC in liaison with ABC and developers to ensure all major highway works are programmed to prevent barriers to development delivery.</p>
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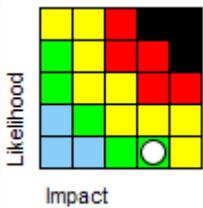
Appendix 1

Risk Title	Key Project Failure	
Risk Owner	Paul McKenner	
Risk Code	ABC1603/3	
Risk Description	One or more of the Council’s key projects fails to deliver to time, quality or to budget with consequent impacts on ABC’s reputation, finances and service outcomes.	
	IC010 Economic Regeneration and Investment Board	
	IC016 ASDB	
	IC017 Programme management & PID process	
Update	<p>Several 'Big 8' projects have progressed since previous report in March 2017. Although progress is good, risk remains at same level as its nature has changed, rather than being removed.</p> <p>Additional new projects likely to replace completed projects, so Council's exposure and risk score have been assessed at same level.</p>	

Appendix 1

Risk Title	Resource Limitations	
Risk Owner	Ben Lockwood	
Risk Code	ABC1603/4	
Risk Description	<p>ABC suffers further loss of government income, failure to achieve income or successfully control expenditure.</p> <ul style="list-style-type: none"> • Risk to self sufficiency of not generating an additional £2m pa by 2020 remains ABC's focus. • Risk through NNDR reform and future local government settlement arrangements. • Slowing UK economy and weaker growth than expected and higher inflation could affect income generation and put pressure on budgets. 	
	<p>IC019 MTFP</p> <p>IC021 Budget monitoring</p> <p>IC022 HRA business plan</p> <p>IC023 Budget scrutiny</p> <p>IC024 Borrowing policy</p> <p>IC025 S151 officer</p> <p>IC026 Pro-active income generation</p> <p>CRIC002 Programme Management</p> <p>IC064 Setting of 1% savings target across all services</p>	
Update	<p>MTFP has highlighted a small but manageable budget pressure.</p> <p>1% savings target set across all services to allow budget pressures to be met in a measured way.</p> <p>Council's estimate of business rates income has met budget requirement and allowed for appeals at levels assumed by central Government.</p> <p>Good progress continuing to be made on delivering commercial agenda.</p>	

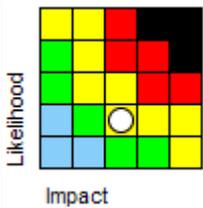
Risk Title	Collaborative Working	
Risk Owner	Tracey Kerly	
Risk Code	ABC1603/5	
Risk Description	<p>Loss of effective working relationships in one or more of the partnering organisations ABC works with and relies upon to achieve its objectives.</p> <p>(i) Risk resources will not meet requirements for different organisational and/or partner relationships</p> <p>(ii) Risks & opportunities provided by any future devolution agenda and future shared services</p> <p>(iii) Risk of managing ongoing investor/developer relationships</p>	
	<p>IC010 Economic Regeneration and Investment Board</p> <p>IC027 ASDB</p> <p>IC027 H&WB</p> <p>IC030 Attendance of Kent & Medway Chief Executives</p> <p>IC032 East Kent Regeneration Board</p> <p>IC033 JTB</p> <p>CRIC002 Programme Management</p> <p>IC054 Relationship Management</p> <p>IC055 Management Team regular corporate reports</p> <p>IC056 Joint strategies with organisations to facilitate specific projects or service delivery - (e.g. town centre projects) - with ABC providing information/contacts</p> <p>IC060 Community Safety Partnership</p> <p>IC063 Regular close working with KCC and others through District Deal</p>	
Update	<p>At this stage, working relationships between ABC & various partnering organisations remain reasonably strong and well on the way to delivering their stated goals. The District Deal is proving a sound mechanism although will be strengthened in the New Year with a networking event.</p> <p>It still remains unwise to make any assumptions; although this Strategic Risk Assessment is based on current collaborative working (and therefore good) it will be revisited regularly.</p> <p>Additionally, Programme Management and Management Team reporting processes are now becoming embedded to enhance awareness and control.</p>	

Risk Title	Community capacity	
Risk Owner	Christina Fuller	
Risk Code	ABC1603/6	
Risk Description	<p>Insufficient capacity within Ashford to accommodate ABC’s aims for working with the community.</p> <p>(i) Assets (ABC owned leisure or cultural facilities) are not improved by community partners (voluntary community sector - VCS)</p> <p>(ii) Demand from community rises and the Council is unable to meet service delivery expectations</p> <p>(iii) New communities not supported by ABC with the best mix of community services and facilities</p> <p>(iv) PCs and other local voluntary sector groups unable to take on asset or community facility management.</p> <p>(v) Delivery of services provided in partnership with VCS (eg. youth, advice and mediation services) unable to be resourced.</p> <p>(vi) Consequential impact on health and wellbeing of local communities.</p> <p>(vii) ABC unable to meet aims of corporate plan.</p>	
	<p>IC034 Close working with VCS organisations to support governance, policy, funding levels and service delivery</p>	
	<p>IC037 Lease agreements and service level agreements in place to agree roles and responsibilities. Lease agreements monitored regularly.</p>	
	<p>IC038 Providers are encouraged to provide improvement plans and funding strategies to maintain and improve community assets</p>	
	<p>IC039 Consultation and engagement with community providers to understand how they can support delivery</p>	
	<p>IC040 Research commissioned to inform Local Plan that identifies growth needs to plan for local facilities (new and extending existing) and look at management models/partnerships and access (local transport)</p>	
	<p>IC042 Parish Councils and local clubs supported to take on management of new assets and extending facilities</p>	
	<p>IC057 Working closely with Ashford KALC</p>	
	<p>IC058 Provision of discretionary rate relief to VCS organisations and working with them to ensure they maintain eligibility</p>	
	<p>IC065 Early identification of potential problems and issues through regular meetings with VCS</p>	
	<p>IC066 Attempting to develop more capacity within voluntary sector through business advice</p>	
	<p>IC067 Provision of greater access to specialist training through partnership working</p>	

Appendix 1

	IC068 Work with specific voluntary sector organisations to support community management and delivery
	IC069 Awareness raising and 'signposting' through Ashford Voice, Council website and One You Shop in Park Mall.
Update	<p>IC039 - Close working relationship with KALC maintained.</p> <p>IC035 - Looking at opportunities to support the voluntary sector through S106 developer contributions; opportunities being sought in discussion with planning through S106 process.</p> <p>IC034 - Full grant and funding advice service provided through Community Grants Fund.</p> <p>IC059 - Close working links and referral agreement with Ashford Volunteer Centre (a consortium member of Stronger Kent Communities) - an infrastructure support project commissioned by KCC</p>

Appendix 1

Risk Title	Reputation	
Risk Owner	Tracey Kerly	
Risk Code	ABC1603/7	
Risk Description	<p>The council is seen as unable to deliver on its priorities and/or does not communicate adequately to fulfil the wider expectations of its residential and business communities.</p> <p>(i) Risk that ABC is not seen as a reliable delivery partner (ii) Failure to manage the housing landlord role (iii) Risk of not delivering quality gateways, borough presentation & approaches to town centre (iv) Risk not all residents & businesses have a fair deal by inconsistent and/or insufficient enforcement of quality and compliance</p>	
	IC017 Programme management & PID process IC044 ASDB IC045 H&WB IC046 Attendance of Kent & Medway Chief Executives IC047 JTB IC048 Satisfaction surveys IC049 Communications strategy CRIC002 Programme Management IC063 Regular close working with KCC and others through District Deal	
Update	<p>Reputational risk to the Council - because of the nature of strategic risk - is often influenced or affected by external factors which, by their nature, remain outside the Council's control.</p> <p>Although it is currently considered to present slight risk, Directors and Management Team remain conscious that is the area can change swiftly and so advise that the risk should remain as 'amber'.</p> <p>The Ashford Strategic Delivery Board, however, continues to review risks on a regular basis & District Deal is in place to assist with project progress.</p> <p>With the addition of new performance and risk management software, risks are able to be identified and tracked at an earlier stage.</p>	

