# Appendix 1

# Maidstone BC Strategic Risk Register- 2013 to 2015

**Risk Scenario 1: Having the right resources which are used in the right way**

| Risk Description: | Having the right resources which are used in the right way | | | |
|---|---|---|---|---|
| **Vulnerability / Contributing factors** | **Trigger(s) / Event(s)** | **Potential Impact / Consequences** | **Likelihood / Impact** | **Risk Owner** |
| A number of factors will impact on whether the Council has the right corporate and political structure plus resources to realise the Council's ambitions.<br><br>• The ability of the Council to align resources to ambitions<br>• Having the right strategy and right political and corporate decision making process<br>• The ability of policy to keep pace with political ambition<br>• Chancellor's 2012 Autumn Statement<br>• The Comprehensive Spending Review in 2015<br>• Council tax reform<br>• Workforce planning | (a) Fail to get resources needed<br><br>(b) Try to get resources in a way that puts financial resilience at risk<br><br>(c) Successful external challenge e.g. under the localism agenda that hasn't been anticipated<br><br>(d) Fail to get decision making process right | • Misallocation of resources<br>• Fail to deliver on ambitions<br>• Lack of financial resilience<br>• Loss of skillset<br>• Fail to meet statutory requirements<br>• Open to legal challenge<br>• Threat to officer / member relationship | **(a)** Very high (6) / Severe (3)<br><br>**(b)** Low (3) / Severe (3)<br><br>**(c)** Low (3) / Severe (3)<br><br>**(d)** Low (3) / Severe (3) | **PR/AB /CG** |

| Ability of the Council to generate income through commercial ventures<br>• Asset management plans | (e) Divergence of officer advice and member views, ambitions and expectations | | **(e)**<br>Low (3) /<br>Severe (3) | |

## Risk Scenario 2: Resident satisfaction with place and the way that services are provided

| **Risk Description:** | Delivering services in a way that increases the satisfaction of residents with the place where they live | | | |
|---|---|---|---|---|
| **Vulnerability / Contributing factors** | **Trigger(s) / Event(s)** | **Potential Impact / Consequences** | **Likelihood / Impact** | **Risk Owner** |
| The Council is aiming to increase satisfaction with Maidstone as a place to live and is developing its customer service delivery model to contribute to this. Communication with customers is a key part of this. | (a) Fail to understand what residents want for the area or the services they expect from the Council<br><br>(b) The Council fails to deliver the services in a way that will improve resident's satisfaction with the place that they live. | • Customer satisfaction declines<br>• Reputation declines<br>• Financial implications<br>• People can't access what they need | **(a)**<br>Low (3) /<br>Severe (3)<br><br>**(b)**<br>Low (3) /<br>Medium (2) | **TBA** |

## Risk Scenario 3: Economic downturn / austerity agenda

| Risk Description: | Having the ability to respond to the impact of the economic downturn / austerity agenda | | | |
|---|---|---|---|---|
| **Vulnerability / Contributing factors** | **Trigger(s) / Event(s)** | **Potential Impact / Consequences** | **Likelihood / Impact** | **Risk Owner** |
| The economic downturn / austerity agenda has significant implications for the Council and the community. These include:<br><br>• An increasing demand for services but limited resources to respond to this<br>• Wealth in the town and borough declining<br>• Worklessness and homelessness increases<br>• Less money available (including benefits) to distribute across the community<br>• Areas and depth of deprivation increasing<br>• A recasting of relationships between the Council and other public sector providers<br>There are also concerns about parts of the community being left behind when the economy begins to recover. | (a) Council unable to respond to demand and cost shunting from other parts of the public sector<br><br>(b) The economic downturn continues / prevention intervention fails to work / unable to plan for this more positively<br><br>(c) Opportunities for investment are missed | • Financial pressure for the Council<br>• Limited employment opportunities<br>• Borough less attractive<br>• Development may be accepted at any cost<br>• Disinvestment in the area<br>• Increasing crime/Anti Social Behaviour<br>• Failure to deliver on strategic objectives | **(a)** Significant (4) / Severe (3)<br><br>**(b)** Significant (4) / Severe (3)<br><br>**(c)** Low (3) / Severe (3) | **ZC/JW /MG** |

## Risk Scenario 4: Creating the place we want to be

| Risk Description: | Having the ability to create the place we want to be – through developing and delivering the core strategy | | | |
|---|---|---|---|---|
| **Vulnerability / Contributing factors** | **Trigger(s) / Event(s)** | **Potential Impact / Consequences** | **Likelihood / Impact** | **Risk Owner** |
| The core strategy for creating the place we want to be (including the economic development strategy and spatial expression of the vision) needs to developed and adopted.<br><br>Implementing the strategy will also require securing significant investment in the local economy including in infrastructure. | (a) Fail to secure an effective and agreed vision / strategy<br><br>(b) Fail to deliver the strategy leading to unplanned development of place<br><br>(c) Fail to secure the right investment and appropriate levels of resources from the private and public sector | • Unplanned / harmful development<br>• Unmet housing/employment / infrastructure needs<br>• Legal challenges<br>• Financial implications<br>• Reputation undermined<br>• Economic prosperity undermined | **(a)** Significant (4) / Severe (3)<br><br>**(b)** Significant (4) / Severe (3)<br><br>**(c)** Significant (4) / Severe (3) | **DE/SP** |

## Risk Scenario 5: Delivering services in partnership with others

| Risk Description: | Delivering services in a different way | | | |
|---|---|---|---|---|
| **Vulnerability / Contributing factors** | **Trigger(s) / Event(s)** | **Potential Impact / Consequences** | **Likelihood / Impact** | **Risk Owner** |
| The way that services are delivered is changing due to changing needs and resources. This includes demands for efficiencies leading to cuts in some services.<br><br>The Council may also become less flexible in how services are delivered as a result of an increase in partnership working and therefore needs to ensure that arrangements are fit for purpose and are future proofed.<br><br>In this context the Council also needs to manage changing governance arrangements and ensure that the workforce is fit for purpose to deliver and is bought into the changes.<br><br>The MKIP partnership currently provides a significantly large (and growing) means of delivering services; governance | (a) Wrong choices are made about service delivery models<br><br>(b) Other organisations are not interested in working in partnership<br><br>(c) The network of different arrangements is too complex or inflexible   to manage effectively<br><br>(d) A partner fails to deliver or withdraws from an arrangement | • Political confidence reduces<br>• Financial and human resource implications<br>• Adverse impact on service delivery<br>• Uncertainty as to how a service will be delivered in the future<br>• Tensions with partner organisations<br>• Reputation undermined | **(a)** Low (3) / Medium (2)<br><br>**(b)** Significant (4) / Medium (2)<br><br>**(c)** Significant (4) / Medium (2)<br><br>**(d)** Low (3) / Severe (3) | **AB/CG** |

| | | | |
|---|---|---|---|
| arrangements need to reflect both the growth and evolution of MKIP and be fit for future development of the partnership | | | <span style="background-color:#F5A800"> </span> |

## Risk Scenario 6: Impacts arising from political change

| Risk Description: | Impacts arising from political change of administration / direction at a national or local level | | | |
|---|---|---|---|---|
| **Vulnerability / Contributing factors** | **Trigger(s) / Event(s)** | **Potential Impact / Consequences** | **Likelihood / Impact** | **Risk Owner** |
| A political change of administration / direction at a national or local level between now and 2017 could lead to a significant change in policy direction. | A significant unforeseen change in direction for the Council requiring a cultural change for staff and public and a need to significantly realign resources | • Service delivery suffers<br>• Cost implications<br>• Impact on customer satisfaction<br>• Can't immediately change to meet the new agenda<br>• Have to focus internally rather than externally reducing capacity for engagement with the public and businesses in the borough<br>• Conflict between local and national priorities | Significant (4) / Severe (3) | AW/CG |

# Appendix 2

## Maidstone BC Strategic Risk Register – 2013 to 2016

### Risk Prioritisation Matrix

Maidstone Borough Council has identified six risk scenarios, some of which contain several individual risks. The risks have been prioritised using the matrix below. These represent the key risks that the Council faces in delivering its objectives. The risks will be managed by the nominated Senior Managers to the satisfaction of the respective Portfolio Holder, and will be regularly reviewed by the Corporate Leadership Team, Cabinet and the Audit Committee.

The risks were prioritised in term of residual risk by taking account of actions and controls which are already in place to manage the risks.

Risk 1: Having the right resources which are used in the right way

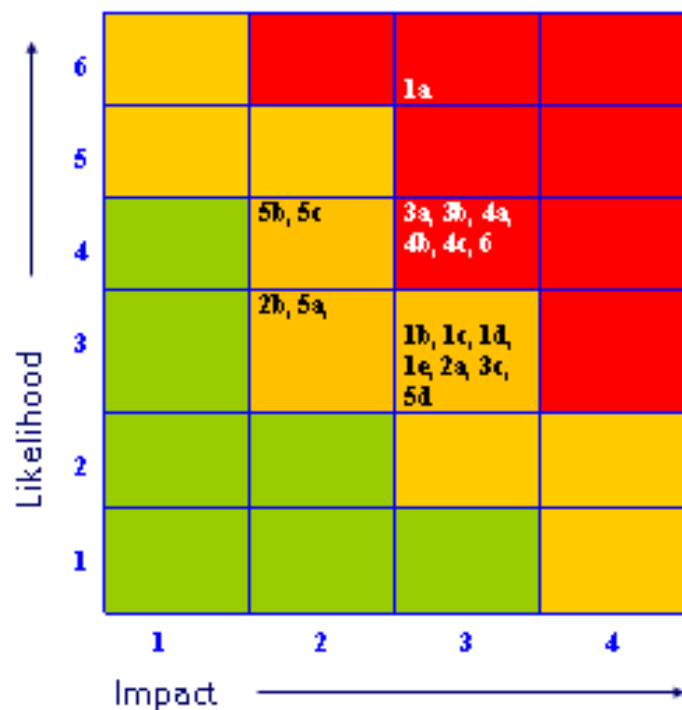Risk 2: Resident satisfaction with place and the way that services are provided

Risk 3: Economic downturn/austerity agenda

Risk 4: Creating the place we want to be

Risk 5: Delivering services in partnership with others

Risk 6: Impacts arising from political change

# Risk Prioritisation matrix



**Likelihood:**

6 = Very High

5 = High

4 = Significant

3 = Low

2 = Very Low

1 = Minimal

**Impact:**

4 = Major

3 = Severe

2 = Medium

1 = Negligible

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