

Corporate Risk Register

Risk ID	Risk Name	Risk Owner	Risk Description & Triggers	Actions in place	Pre-mitigation Score			Mitigation scheme (Tolerate, Treat, Transfer, Terminate)	Proposed Actions	Timeframe	Post mitigation Score		
					Likelihood	Impact	Total				Likelihood	Impact	Total
C1	Organisational Instability	Susan Priest (HoPS); Cllr David Monk (Leader)	High levels of staff turnover during transformation. Internal secondments creating some team pressure points (e.g. Customer Services). Loss of professional/organisational expertise in some key roles. Changes in political make-up of the Council, greater political complexity.	Corporate Communications and Engagement Strategy adopted. Reduced internal secondments, moving to permanent appointments (such as Areas Officers) to reduce pressure points. Senior Management in place to provide stability. Talent mapping with SMT continues; Internal Communications increased including monthly Staff Briefings by HoPS and regular staff intranet updates; dedicated team for Elections established; Staff Survey indicates improved morale. Experienced Transformation Manager appointed.	3	3	9	Treat	Continue with plans to support staff through development and training; Socialise People Strategy to provide a visible framework to move staff towards new culture and further explore "grow our own" opportunities; continue with increased Internal Communications messages; Commence phase 1 consultation during July for implementation during October 2019. Continue with training for new Members to ensure they understand the Council & the role of Councillor; continued work between Group Leaders and Senior Officers to understand wider political priorities.	July 19 & ongoing	2	2	4
C2	Shortage of skills to deliver new agenda	Susan Priest (HoPS); Cllr David Monk (Leader)	Geographical location restricts available pool; recruitment difficulties (terms & conditions); shortage of specialist skills including project management, insight, business case preparation and evaluation, commercial appraisal	Alternative staff incentives on offer such as flexible working, F&H Rewards. Appointment of Business Analysts to support process mapping & re-design. Significant (£450k over 2 financial years) training provision made available. Staff training on competency based interview techniques concluded.	2	3	6	Treat	Transformation and ICT implementation plans to identify training programmes for skills gap within team - linking with Learning and Development team; People Strategy to consider alternative recruitment options and how it can support and develop a more 'digital' workforce.	Key milestone October 19 & ongoing	1	2	2
C3	Failure to deliver Otterpool Park development	John Bunnett (Strategic Director); Cllr David Monk (Leader)	Delivery of a Garden Town which will present complex planning issues, financial exposure risks and require new connections to be established with key partners to enable delivery e.g.inward Investment required to facilitate infrastructure	Experienced dedicated Strategic Development projects team with embedded Legal & Financial representation on working group. Work has commenced building connections with Homes England and MHCLG. Engaging specialist advice where required. Land acquired to date has an agricultural value. Collaboration agreement with key partner established.	3	3	9	Treat	Detailed Business cases to be developed and considered by Cabinet ahead of project commencement. Continue to engage specialist advice where required. Specific advice has been commissioned to progress Joint Venture feasibility. Funding options will need to be assessed ahead of commencement of delivery of project. Ensure adequate Planning resources and access appropriate specialist advice.	Ongoing	1	3	3

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C4	Medium Term Financial Uncertainty	Tim Madden (S151 Officer) Cllr David Monk (Leader)	Fair funding review will fundamentally change LG funding but detail unknown at present. Will need to plan with within climate of uncertainty which may only become clearer close to budget setting time. Lack of certainty on Business Rates Localisation/Retention and other funding streams..	Officers regularly attending briefings on future LG funding. Updated MTFS to be considered by Cabinet/Council in October and Budget Strategy considered in November. S151 Officer part of Kent wide working group for Business Rates Retention. Investment Strategy & Capital Strategy agreed by Full Council in February, alongside balanced GF budget for 2019/20.	3	3	9	Treat	Officers will continue to attend briefings on LG Funding and brief members. Staff and Members to be provided with regular updates on MTFS and assessment of updates to Fair Funding proposals.to address Peer review feedback.	Ongoing	2	2	4
C5	Brexit/Wider Market Conditions	John Bunnett (Strategic Director) & Cllr Wimble (Economy)	Recession. Labour issues (most relevant to Housing Responsive Repairs & Waste contracts). Volatility of housing market (Impact on key Strategic Project delivery). Economic risk to district of Brexit due to key infrastructure links to Europe eg M20/Eurotunnel/Stack. Major disruption to Kent road network. Issues with getting staff to work to carry out essential and statutory services in event of No-Deal Brexit.	Project plans in place for retender of Responsive Repairs & Waste Contracts. Key Strategic Projects modelled with tolerances for market volatility. Attending local and regional contingency planning meetings on Brexit including multi-agency planning days. FHDC working closely with KRF and other stakeholders to ensure plans are effective. Table top exercises have been carried out. Key staff have received tactical and strategic training. Business continuity plans have been updated. Rotas for key staff have been formulated. All staff mapped for where they live to highlight potential issues.	3	4	12	Treat	Await clarity on Brexit deal. Meet with key stakeholders at appropriate time once detail understood and impacts can be modelled. Progress with Strategic Projects, ensure market conditions evaluated at full business case appraisal stage. Continue working closely with KRF and other Key Stakeholders. Clear communication through the South East Chief Execs group and central Gov. Attendance / dial in with strategic and tactical meetings as required. Key comms messages out to staff.	Ongoing	2	4	8
C6	Capacity to deliver competing demands	Susan Priest (HoPS); Cllr David Monk (Leader)	Balance between business as usual activity and aspiration including emerging commercial agenda	Member awayday defined key priority areas from Corporate Plan for 2018/19, further awayday planned in July.	2	2	4	Tolerate	Monitor against agreed priorities to ensure there is no mission creep. Cabinet awayday planned for July 2019. Continue work required with Group Leaders & Council Leader / CLT to establish wider political priorities.	Ongoing	2	2	4

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C7	Capacity & Financial Resilience of key partners	Susan Priest (HoPS); Cllr J Hollingsbee (Communities); Cllr Godfrey (Housing)	Pressures faced by many public services impact upon our ability and capacity to deliver against Corporate Plan including Police who are key to ASB duties; "Health Matters" links to NHS & GP issues locally, coastal district with natural & historic sites so Appearance matters outcome partially reliant on other agencies. Outsourced Landlord service difficulties (see C13).	Key Strategic Partnerships established including Folkestone & Hythe Community Safety Partnership, Local Childrens Partnership Group and South Kent Coast Health and Wellbeing Board. Corporate Plan and priorities have been agreed with members. Regular close liaison with EKH Chief Executive / Board & joint owners to agree actions	3	3	9	Tolerate	Monitor Corporate Plan delivery plan and appropriate Service Plans against agreed priorities to ensure there is no mission creep & teams remain focused on agreed input. Cabinet awayday scheduled for July 2019 to consider Corporate Plan priorities. Protocols established for role of Council with partner organisations. Continued liaison with EKH Chief Executive / Board & Joint Owners, review commissioned & paper on options to be considered by Members	July 19 & Ongoing	3	1	3
C8	Failure to deliver Transformation change including key components of ICT & People Strategy	Susan Priest (HoPS); Cllr David Monk (Leader), Hollingsbee (Communities) & Cllr Meyers (Digital Transformation & Customer Service)	Transformational change is not delivered by the agreed timescales, to agreed budget, project objectives or fails to make required savings. IT delivered is not customer focused or fit for the future (as well as current requirements). The People Strategy does not deliver cultural change required to support new operating model.	Transformation governance reviewed. Transformation Board established to track project progress against milestones and budget. People Strategy completed. IT Strategy agreed and first phase of implementation commenced. ICT implementation work streams monitored by Technology Board exception report to Transformation Board. Digital Strategy agreed. Experienced Project Manager appointed to lead transformation. Implementation timescales for phase 1, 2 & 3 agreed by Transformation Board. Skype for Business & new Customer Contact Centre ICT in place.	2	3	6	Treat	Phase 1 Consultation to commence during July for implementation in October. Process redesign underway and to continue throughout 2019.	Key milestone October 2019 & ongoing	1	3	3
C9	Failure to deliver Strategic Projects due to complexity	John Bunnett (Strategic Director); Cllr David Godfrey (Housing, Transport & Special Projects)	Ambitious Strategic Development projects agenda identified of a complex nature presenting planning risks, financial exposure risks and require new connections to be established with key partners to enable delivery e.g. inward Investment required to facilitate infrastructure	Experienced dedicated Strategic Development projects team. Work has commenced building connections with Homes England and MHCLG with some funding already agreed. Engaging specialist advice where required.	2	3	6	Treat	Stakeholder map to be drafted to identify connections that exist and need to be built. Detailed Business cases to be developed and considered by Cabinet ahead of project commencement. Continue to engage specialist advice where required.	Ongoing	1	3	3
C10	Risk of non compliance	Susan Priest (HoPS); Cllr David Monk (Leader)	FHDC operates in a complex regulatory and legislative environment. Risk of challenge over Planning decisions (Secretary of State or Judicial Review) or potential intervention into Core Strategy Review and Places and Policies Local Plan that would delay projects and landlord statutory obligations.	Core Strategy Review consultation complete. Legal support embedded in project teams for key projects. External Advice sought where required. Interim LGSR arrangements procured and commissioned.	4	4	16	Treat	Continued External Advice sought when required. Use of professional specialists (Legal, Finance, Procurement) in key projects (e.g. Waste Contract, Strategic Development). Review into LGSR & wider compliance issues commissioned.	Ongoing	1	3	3

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C11	Reputational Risks	Susan Priest (HoPS); Cllr David Monk (Leader) & Cllr Meyers (Digital Transformation & Customers)	Key contracts to deliver (2020/21 Waste & Recycling and Housing Responsive Repairs) risks include procurement challenge, Member agreement to proposals, effective shared working with EK Councils/EKH, financial impact. Reputational risks associated with implementation of Strategic Projects such as Secretary of State call in or Judicial review, challenge to Core Strategy or loss of current pool provision without replacement. Customer satisfaction falls during Transformation changes. Risk of partner / service failure, referral / investigation from regulatory body.	Quarterly KPI monitoring and exception reporting to CLT, OSC and Cabinet. Working Groups established early to progress key contract delivery by agreed timeframes. Procurement expertise on working group with external advice being sought as required. SoS have now confirmed they will not call in Princes Parade Business Case for delivery agreed by Cabinet in February 19.	4	3	12	Treat	Project Governance and oversight of key contracts to be agreed with CLT. Independent review commissioned into LGSR & wider compliance issues.	Ongoing	2	2	4
C12	Non-compliance with ESIF regulations for the Folkestone Community Works (FCW) programme	John Bunnett (Strategic Director) & Cllr Wimble (Economy)	FHDC is the accountable body with management responsibilities for the FCW programme. As a result it forward funds approved project spend and recoups quarterly from DWP and MCHLG, as the managing authorities for ESF and ERDF. Any non-compliance could result in financial risk to the council	Indepth scrutiny of ability and systems of project lead organisations to undertake EU compliant projects; FHDC decision panel to scrutinise assessments of lead organisations and projects prior to approval; robust Grant Funding Agreements with project lead organisations; regular quarterly monitoring by the programme management team and oversight by the LAG; LAG to regularly monitor the more detailed operational risk register for the FCW programme	3	2	6	Treat	Ensure that the mechanisms in place to reduce the risk are operationalised by undertaking checks and check that their effectiveness with Managing Authorities during the quarterly claims process	Ongoing	1	2	2

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C13	Landlord Service Failure	Susan Priest (HoPS); Cllr David Monk (Leader) & Cllr Godfrey (Housing) & Cllr Collier (Estates & Assets)	The council is a landlord and has tenants in its own buildings, in those owned by Oportunitas, and its social landlord functions are managed by East Kent Housing Ltd, a jointly owned Council company. Significant statutory compliancy issues have been identified with EKH, in addition to issues being identified with contract management within the organisation. The issues present legal & moral issues for the Council in its role as landlord, in addition to potential financial issues, reputational damage, as well as the implications of the partner owners decisions regarding the future of the service delivery model. Discharging all landlord functions appropriately is necessary, as is acting immediatey to reports of non-compliance across a variety of health and safety issues.	Robust estate and asset management functions for propoerties managed by the council. Contractual arrangements in place for asset management functions for Oportunitas and EKH. Weekly meetings with partner owner Councils & senior representation from EKH to address reported non-compliance issues. Interim arrangements in place at EKH with contractors to ensure LGSR compliance. Additional senior resource has been identified internally to manage the ongoing work required. Review of all H&S compliance mattes commissioned. External legal advice sought.	4	4	16	Treat	On-going review of council landlord functions. Conclusion of EKH review & actions to be agreed. Continue close working with Councils and EKH on matters of non-compliance and Improvement Plan performance. Report re EKH to be presented in July to Members. Future housing service delivery options to be evaluated for financial & legal implications and considered by Members in the autumn 2019.	Ongoing	1	2	2