

Link to Corporate Plan	Risk ID	Risk Name	Chief Officer	Risk Owner	Risk Description and Triggers	Actions in place	Likelihood			Mitigation scheme	Proposed Actions	Timeframe	Likelihood			Key Controls / Sources of Assurance
							Impact	Total	Current Score				Target	Impact	Total	
All Priorities	C1	Organisational Capacity	Andrina Smith, Chief Officer, People & Customer Services	Susan Priest (Chief Executive), Cllr Jim Martin (Leader)	Medium Term Financial Strategy (MTFS) pressures mean that we need to reduce organisation spend at a time when we have a new administration with coalition structures and move to committee system to embed. MTFS pressures also mean considerations to be given to reducing the FTE to help address budget deficits. Limited capacity, challenging recruitment market and shortage of many specialist skills available in key fields such as Development Control, Climate Change, Strategic Development, Building Control. Particular concern over Building Control with key staff having retired alongside due to increasing requirements as the Building Safety Act is implemented. Workforce pressures remain high for key contractors such as Veolia and Mears, and in seasonal roles for Grounds Maintenance. Reputational risk exposure if not sufficiently managed.	Ongoing work on options to reduce organisation budget pressures. Agile working introduced to attract skilled workforce. Succession planning being undertaken by Organisational Development (OD) for all Directorates to prevent gaps arising from retirements in an aging workforce. Ongoing promotional work with local schools, universities and local job fairs to highlight entry points / range of career opportunities within the council. New grow our own initiative. Use of specialist recruiters to target hard to fill roles and interim resource to fill key roles. Targeted service reviews taking place to consider future delivery options where gaps are emerging. Widened span of control for some Chief Officers to cover gaps. Enhanced monitoring of sickness will continue. Taking Stock led to a councilwide restructure to reduce the salaries budget ahead of 2024/25 with the actions focussed on minimising any impact on front-line service delivery.	3	4	12	Treat	Work with key contractors to gain further assurance on Business Continuity Plans. Workforce development strategy and plan to be developed alongside an updated People Strategy towards the start of Quarter 1 and Quarter 2 of 2024/25. Apprenticeship levy provides opportunities to recruit and also retain staff in specialist areas. Taking Stock work will highlight areas of concern for further consideration of actions relating to succession planning, recruitment and retention. Review of market supplements that may be needed to attract away / prevent staff from joining the private sector. Organizational Change processes to be implemented in November to address restructuring to reduce salaries budget for 2024/25 with a key priority to minimise impact on front-facing service delivery. The establishment will be closely monitored throughout 2024/25 and beyond to ensure front-line delivery continues to avoid any impacts of salary budget reductions.	Ongoing	2	2	4	Whole organisation listening exercise 'Taking Stock' has provided data and insight into pressures, systems and transformation review. Closer monitoring of the establishment between Human Resources and Finance will provide essential oversight and control.
All Priorities	C2	Delivery of Otterpool Park	Samuel Aligbe, Chief Officer, Corporate Estates & Development	Ewan Green, Director, Strategy & Resources; Cllr Jim Martin, Leader	As Otterpool Park moves into the delivery phase the Council must consider and mitigate significant factors in relation to governance, finance and delivery. These are: (1) ensuring that robust and effective governance arrangements are in place both for the internal Council client function, as Owners of Otterpool Park LLP, and engaging in collaboration or joint ventures with third parties; (2) ensuring that Council funding contribution to Otterpool Park is affordable and within a tolerable risk level; and (3) ensuring that the skills and capacity required to deliver the project are in place within the Council and the Otterpool Park LLP Board and Team.	A Governance Framework is in place and actively managed to ensure that business related to Otterpool Park LLP and delivery of the project is subject of regular and effective monitoring. The Otterpool Park LLP Members Agreement details specific delegations which govern the extent to which the LLP can operate within its own parameters or decisions which are required of the Council. The LLP five year strategic business plan is updated annually subject to Cabinet approval. Regular Owners Committee Meetings are held. An internal Corporate Oversight client group is in place. A Joint Operations Board between the Council as client and LLP has been established in order to ensure key matters affecting delivery of the project are fully considered. The Council MTFS and Capital Strategy include commitments for the project and these are monitored in line with the Council's financial reporting processes. A Governance Framework is in place and actively managed to ensure that business related to Otterpool Park LLP (OPLLP) and delivery of the project is subject to regular and effective monitoring. The OPLLP Members Agreement details specific delegations and controls which govern the extent to which the LLP can operate within its own parameters or which decisions are required of the Council. Regular Owners Committee Meetings are held between the Council and OPLLP. An internal Corporate Oversight client group and Clienting Framework is in place. A Joint Operations Board between the Council as client and OPLLP has been established in order to ensure key matters affecting the delivery of the project are fully considered. The Council's Medium Term Financial Strategy and Capital Strategy include commitments for the project and these are monitored in line with the Council's financial reporting processes. Specialist financial and delivery advice has been received by external specialists, and Cabinet, following review by Overview and Scrutiny Committee, has agreed that the Council seek a strategic joint venture partner to support delivery of the project.	3	4	12	Treat	Governance Review completed by independent consultant. Improvement actions identified in a joint Council and OP LLP Governance Action Plan. A joint Council OP LLP Risk Register will be developed to ensure that risks are fully understood and mitigation monitored and reported effectively. Funding Agreements to be concluded and agreed in line with delegations. Phased Delivery Strategy being developed as part of due diligence on potential land transactions. An assessment of future delivery options, affordability and due diligence on the project funding model is underway. Recommendations arising from this will be considered by GSC and Cabinet. Pending agreement on future delivery a Delivery Plan 2023-25 will be developed by OP LLP which sets out key milestones and budget required. This will be subject of Cabinet agreement. A Clienting Framework will be developed to map all required estate costs and ensure all corporate H.S. liabilities for the Council and OPLLP are actively managed. A Governance Review has been completed by independent consultants and improvement actions have been identified in a joint Council / OPLLP Governance Action Plan. A joint Council / OPLLP Risk Register will be developed to ensure that risks are fully understood and mitigation is monitored and reported effectively. A Clienting Framework will be put in place to ensure that delivery actions and decisions required of the Council are identified and monitored on a regular basis. Funding agreements to be concluded and agreed in line with delegations. A due diligence assessment of affordability and future delivery options has been completed and as a result Cabinet agreed to seek to procure a strategic joint venture partner to join with the Council to deliver the project. An 18-month Transition Plan and budget for OPLLP will be put in place to ensure that key activities in relation to land acquisition, planning and infrastructure design are continued alongside procurement of a Joint Venture partner. A Service Level Agreement will be put in place between FHDC and OPLLP as the framework for delivering and carrying out the activities in the Land / Estates Management Plan, the Transition Plan and the Land Assembly activities, in line with the Strategic Land Agreement.	Strategic direction agreed Q3 2023. LLP Delivery Plan and budget in place Q3 2023/24 Q4 2025.	3	3	6	Local Partnerships governance review- The Council is taking specialist technical advice on delivery options, funding, land valuation, client interface and stewardship model. Otterpool Park Owners' Meeting, Otterpool Joint Operation Board, Joint Governance Action Plan (monitored by East Kent Audit and reported to Audit and Governance Committee), Joint Risk Register, Council Capital Medium Term Financial Strategy and Capital Strategy monitored quarterly. Overview and Scrutiny Committee review of all key Otterpool Park reports in advance of Cabinet decisions. Council Corporate Risk Register. Specialist finance and property advisors in place.
SA 4: Quality homes and infrastructure	C3	Otterpool Park Planning and Place	Llywelyn Lloyd, Chief Officer, Planning & Building Control	Ewan Green, Director, Strategy & Resources; Cllr Jim Martin (Leader)	Following the resolution to grant Outline Planning Permission in April 2023, there are three essential planning actions which must be progressed to allow successful delivery of infrastructure and homes on the site: 1. Section 106 (S.106) agreement being negotiated and completed. 2. Planning conditions being refined and completed. 3. Local planning authority planning capacity being in place to manage the tiered application process.	Regular meetings are in place with Otterpool Park LLP (OPLLP) and partners to work through S.106 and key conditions. A Planning Performance Agreement (PPA) is in place to support resource needs. Specialist legal and planning advisors are in place to support the S.106 agreement. The local planning authority staffing structure is under review to determine resourcing needs and financial implications factored into the budget setting process. The local planning authority staffing structure and resources required have been agreed by the Corporate Leadership Team and recruitment is underway. The Chief Planning Officer has identified staffing resources required by the local planning authority to ensure the S.106, planning conditions and tiered 2 and 3 applications can be managed effectively. A transition plan is being developed for the OPLLP and this will include clarity on the next steps regarding key planning actions and the overall delivery programme.	3	4	12	Treat	Resolve council delivery strategy. Recruit Development management staff. Agree S106 with Kent County Council and Homes England. Recruitment to agreed Development Management Team structure. Assess the capacity required for Otterpool Park delivery over and above the core Development Management team. Agreed updated PPA with OPLLP. Identify the external funding sources to support the planning function for Otterpool Park. Continue to support preparation of key strategies which support the discharge of conditions and the S.106 as identified in the Otterpool Park transition plan. Continue to progress the development of the S.106 agreement with key partners including Kent County Council and Homes England.	Potential planning permission Q3 / Q4 2024	3	3	9	Local planning authority working closely with all involved parties. Education, affordable housing and open space sections of S106 shared with Otterpool Park LLP.
All Priorities	C4	Medium Term Financial Strategy Uncertainty of Future Funding	Ola Owolabi, Chief Officer, Financial Services	Lydia Morrison, Interim Director, Finance; Cllr Tim Prater, Finance and Governance	Central Government continues to indicate a Fair funding review will be delivered to fundamentally change local government funding. However, continued delays suggest that implementation may not occur until as far forward as 2025/26. Will need to plan within climate of uncertainty. Lack of certainty on Business Rates Localisation and reset and also other funding streams such as the end of New Homes Bonus also brings uncertainty. A three-year funding settlement was announced from 2022/23, however this settlement means a cash-flat position for 2023/24 and 2024/25. The Council received the Autumn Statement in November 2022 and it was announced that the Fair Funding Review will now be pushed back to 2025/26. A one year settlement was received in December 2022 2023 for the 2023/24 2024/25 budget with the promise of new policy guidelines for 2024/25-2025/26 but with no new figures. There is no news on the Business Rates retention scheme reforms. The national economic and financial climate remains pressured and uncertain.	Officers regularly attend briefings on future local government funding. The draft General Fund Budget 2024/25 and the updated Medium Term Financial Strategy (MTFS) were considered by the Finance & Performance Sub-Committee/Cabinet/Council in January 2024 outlining the scale of the medium-term gap. Updated Medium Term Financial Strategy (MTFS) was considered by C&S/Cabinet/Council in November outlining scale of medium-term gap. The S151 Officer is part of the Kent Finance Officers' Group. Regular updates are provided to Members on the current year position on a quarterly basis. The MTFS position is determined following significant modelling and having taken advice from advisors. Member training and senior officer session took place in November covering economic picture and local funding. An officer training session took place in January 2024 covering Financial Management Awareness. Including the economic picture and local funding. Members' training was delivered on 6 February 2024, covering the importance of setting the 2024/25 budget. The provisional local government settlement was received by the council on 5 February 2024. This ensured that every authority receives an increase in funding within Core Spending Power before any increase in Band D.	4	4	16	Treat	Officers will continue to attend briefings on local government funding and brief members. Update to the MTFS reported in November, followed by the Budget Strategy update agreed by Cabinet in December. The update to the MTFS was reported in January 2024, which was preceded by the Budget Strategy update agreed by Cabinet in December 2023. The update to the HRA Business Plan has been completed. Budget savings targets for Budget Managers for 23/24 cycle of budget now set following MTFS. Update to HRA Business Plan will be made for 2023/24. Specialist advisors engaged to undertake this review. A review of inflationary pressures across the council has been completed as part of the 2024/25 budget setting process to assess the economic impact and options, is underway to assess impact and options. The aim of the review is also to bring about financial stability whilst investing in organisational change and improvement. In order to do this: Regarding the 2024/25 budget setting, Priority Based Budgeting (PBB) has been a key component of the programme. Through PBB the council will be able to successfully manage an extensive programme of efficiencies/savings, and spending reductions, which will be critical in enabling a balanced budget to be maintained through what has been a challenging period for the council with the scope of addressing the projected MTFS gap.	Ongoing	2	3	6	Robust assurance in place for MTFS and budget-setting process with regular reports on any material MTFS/budget updates being presented on a quarterly basis to the Corporate Leadership Team, Finance and Performance Scrutiny Sub-Committee and the Cabinet for consideration.
SA 4: Quality homes and infrastructure	C5	Delivery of new build affordable homes.	Samuel Aligbe, Chief Officer, Corporate Estates & Development	Andy Blaszkwicz, Director Housing & Operations; Samuel Aligbe, Chief Officer, Corporate Estates & Development; Cllr Rebecca Shobh, Housing and Homelessness.	Ambitious strategic and housing development 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. grant funding, joint venture partners). Failure to attract relevant grants (including Levelling Up Fund, Brownfield Sites Fund, Homes England etc) and a changing economic climate results in affordability concerns for the council. Scarcity of planning staff - recruitment remains challenging in this area (see C1).	Experienced resource within projects team. Work ongoing with Homes England, DLUHC, One Public Estate etc to secure future funding. Engaging specialist advice where required. Review of strategic projects undertaken to ensure whether to continue or to pause until there is a more favourable economic climate and business cases for investment are strong. The council is delivering housing sites in the current programme through disposal with benefit of planning consent rather than direct delivery.	3	3	6	Treat	Establishment of PMO approach to roll out consistent principles for managing projects corporately. Finance, Housing and Strategic Projects teams working collaboratively to introduce new housing scheme appraisal system. Programme management approach will be adopted including increased focus on pre-commencement scheme feasibility as well as technical, legal and planning due diligence. The HRA Business Plan 2023-2053 is due to be approved considered by Cabinet in December 2023. This 30-year model includes £5m provision for HRA acquisitions and new build to 2041/42.	Completed initial addressing of capacity, maintain progress.	2	2	4	Training and capacity building of development team. Focus on pre-commencement due diligence (legal, technical, planning, financial). Regular programme reviews and project board. Adoption of a programme management approach across the portfolio.

Link to Corporate Plan	Risk ID	Risk Name	Chief Officer	Risk Owner	Risk Description and Triggers	Actions in place	Likelihood Impact Total			Mitigation scheme	Proposed Actions	Timeframe	Likelihood Impact Total			Key Controls / Sources of Assurance
							Current Score						Target			
All Priorities	C6	Organisational non-compliance with constitution requirements, emerging and new legislative and regulatory requirements and associated new burdens	Amandeep Khroud, Assistant Director, Governance, Law & Democracy	Susan Priest, Chief Executive; Cllr Jim Martin, Leader	FHDC operates in a complex regulatory and legislative environment. Risk of challenge over planning decisions (Secretary of State or Judicial Review) could create reputational damage and delay projects, landlord statutory obligations and Regulator of Social Housing, etc. Implications arising from changing legislative and regulatory environment (e.g. Environment Act 2021, Procurement Act expected Autumn 2023 etc), presents increased risk to authority in meeting the emerging requirements with sufficient resources and skills to fulfil statutory duties and demands. There are also significant risks arising from new requirements from the Levelling-up and Regeneration Act (2023) particularly around local plans and design codes. Staff required to be well-trained and aware of associated governance matters, including adherence to processes and procedures. Reputational risk to authority if risk occurs.	Legal support embedded in key project teams. External specialist advice sought where required. Monitoring of potential changes to planning and environmental legislation. Refreshed training and development programmes offered to staff. Governance action plan prepared with progress regularly monitored by CLT. New performance review template prepared to remind managers of the range of governance matters to check. Specialist legal support for planning function (development management and policy) is required to minimise risk. Given the housing delivery test five-year housing land supply position the council is likely to could face increased challenge relating to predatory planning applications.	2	4	8	Treat	Continued external advice sought when required. Use of professional specialists (Legal, Finance, Development, Procurement) in key projects. Ongoing monitoring and regular reporting on compliance built into CLT monitoring reporting for key projects. Internal Audits commissioned to review areas of concern. Refreshed training and support materials available for staff to support ongoing learning and development. Additional resource focused on compliance. Regular review of governance action plan by CLT. Application for joint funding being prepared with submitted by the East Kent authorities to help meet some additional requirements arising from Levelling-up and Regeneration Act (design codes) has been successful .	Ongoing	2	2	4	Internal Audit scheduled reviews. Reports to Corporate Leadership Team and Cabinet on implications of new legislation (e.g. Levelling-up and Regeneration Act, 18 Cabinet October 2023).
SA1: Positive community leadership	C7	Cost of living pressures excessively impact the council's ability to serve the community.	Andrew Rush, Chief Officer, Regulatory & Community Services ; Jyotsna Leney, Community Partnerships Manager .	Susan Priest, Chief Executive; Cllr Mike Blakemore, Community and Collaboration.	With the current ongoing economic situation and unknown further cost of living pressures predicted, communities require ongoing support. Vulnerable residents require appropriate access to services and effective signposting to specialist providers of support.	Well established connections made with a variety of partners including the voluntary community sector and specialist support agencies. Community hubs established for responsive work. Following a successful bid to DLJHC, substantial work has been carried out over the last year using UKSPF funds to support cost-of-living pressures for residents. This includes the launch of a new mobile food bank and pantry service (social supermarket) with wraparound support and a home essentials fund to support vulnerable people linking with the HSF through the welfare team. Ongoing work with the community hubs to support this work and continue with warm spaces during winter 2023/24.	3	2	6	Treat	Ongoing role of Community Hubs to continue based on value demonstrated through the pandemic. UKSPF being used to target support for cost of living. New leaflets for the HEF and the mobile food service are being produced. The District Food Network continues to support with other food projects. Additional burdens from the cost-of-living crisis (e.g. deteriorating mental health, etc) are being addressed through signposting to support and networks looking at additional actions needed. District food network actions and UKSPF additional projects are being planned.	Ongoing	3	2	6	UKSPF Monitoring, District Food Network minutes, community hub check-in calls, Welfare Team HSF returns.
All Priorities	C8	Full implications and strategic future of Princes Parade remains unclear.	Samuel Aligbe, Chief Officer, Corporate Estates & Development ; Dia Owolabi, Chief Officer, Financial Services .	Susan Priest, Chief Executive; Lydia Morrison, Interim Director, Governance & Finance ; Andy Blaszkowicz, Director, Housing & Operations; Cllr Jim Martin, Leader of the Council.	1. Premature financial write off of capital spend to date. Elevated financial risk to the authority adding significant general fund pressures. 2. Sustainability of existing Hythe Pool. Any significant equipment failure at the pool could lead to closure resulting in no pool provision for Hythe and surrounding area. No member approval or resources to consider future pool provision. 3. Health and safety implications of removing the hoarding surrounding the site. 4. Failure to engage with the community in a meaningful way to ascertain the future use of the site. 5. Non-delivery of this strategic site places significant pressure on the Council's five-year housing land supply position. Unless alternative sites are found or come forward it is likely that this will impact the Council and our reputation as a District with no five-year housing land supply.	Officers currently working to understand implications of the hoarding removal following cabinet decision in July 2023 to remove the hoarding, officers have commissioned environmental reports to understand the implications of removing the hoardings. Reports concluded that it was safe to remove the hoarding as long as it was replaced with a suitable fence. A procurement exercise has been undertaken to invite prices for the removal of the hoarding and erection of a new fence. A report has been written and submitted to the Leader for his decision on how to proceed. The decision has been made and officers will award the contract for the new fencing following the call in period on 20 February 2024. Officers analysing all works to date to understand what elements of the work to date can be capitalised. Future use of the site needs to be confirmed before this work can concluded.	3	3	12	Treat	Further work to understand what elements of work to date can be capitalised is underway. Environmental consultants have been commissioned to analyse all site sampling data to date and confirm what actions are required for the safe removal of the hoarding. Following completion of the current Cabinet-approved work to remove the hoarding, a public consultation will be undertaken to understand how the public want the site to be used in future. This will then be able to inform how much of the previous work can be capitalised. Liaison with procurement to ensure best contractor and value for money is achieved for the removal of hoarding and the erection of the fencing. Following discussions with the Otterpool Park LLP, it has been decided to utilise the hoarding at Otterpool. The LLP will arrange for the hoarding to be removed from Princes Parade and works will be coordinated with the council's fencing contractor to ensure that access to the site is fully restricted throughout the works.	Ongoing	3	3	9	
SA2: A thriving environment	C9	Failure to achieve Carbon Neutral ambitions by 2030	Adrian Tofts, Strategy & Policy Manager	Amandeep Khroud, Assistant Director, Governance, Law and Democracy Cllr Stephen Scoffham, Climate, Environment and Biodiversity	Council resolution to commit to reduce the Council's estate and operations to zero net carbon by 2030 with a commitment to play a leadership role for a carbon-neutral district by 2030 . Competing demands to be managed and interdependencies to be considered.	Climate and Ecological Working Group established. Carbon Action Plan agreed. Temporary consultancy resource available, subject to existing budget. Staff and Member training commenced. Impact statements being trialed in Cabinet Papers. Social Housing Decarbonisation Funding secured for Wave 1 and Wave 2. A Carbon Innovation Lab has been established and has held five meetings so far. Enhanced communications to maintain high profile on the issue. Sustainable Futures Forum event held in April 2023. Consultation held on a draft District-wide Carbon Plan in 2023/24.	4	2	8	Treat	Action plan to be delivered and reviewed regularly to ensure actions make the most of the opportunities to reduce carbon emissions from the council's estate and operations. Ongoing work particularly within specialist teams including procurement to create internal frameworks to inform decisions taken and reduce estate emissions. Consultancy services procured to assist in updating Carbon Action Plan. Draft updated plan being reviewed by internal departments, prior to reporting to CLT and Cabinet. Work required on HRA aspects as ambition cannot be funded from existing HRA resources (see risk 4 above). Continued working with a consultant through CI Lab on engagement events to widen participation. New Sustainable Futures Forum events being planned. Consultation comments on District-wide Carbon Plan are currently being reviewed before amended plan is taken to Cabinet for adoption. Potential identified to secure matched grant funding and create a long-term revenue stream from sustainable generation projects focussed on Council's own estate - pilot being prepared for FOLCA2, commenced review of potential of Public Sector Decarbonisation Fund (PSDF) in sheltered housing.	Ongoing	3	2	6	Reports to Overview and Scrutiny Committee and Cabinet, as necessary. Annual reporting process for Folkestone & Hythe District Council emissions being reviewed. Improved processes will require new monitoring system for corporate energy and fuel expenditure (EDI system), subject to funding being identified. Funding for EDI system has been identified and technical requirements are being scoped.
SA4: Quality homes and infrastructure	C10	Housing Revenue Account (HRA) stock portfolio, including tenant safety - capital programme / Asset Management / Health & Safety, Compliance / retrofit / Net Zero Carbon agenda	Gill Butler, Chief Officer, Housing	Andy Blaszkowicz, Director, Housing & Operations; Cllr Rebecca Shoob, Housing; Gill Butler, Chief Officer, Housing.	Delivery against expectations investment /retrofit social housing (Net Zero Carbon), asset management, meeting legislation - decent homes standards, Health & Safety / building safety as well as new consumer standards - Tenant Satisfaction Measures etc. HRA Business Plan viability / against expectation of HRA new build. Resource issues. Risk that we fall short on compliance / legislation which may cause problems with Regulator of Social Housing in 2024/25. Also risk that we will have too many properties left to retrofit 2025-30 to meet EPC 'C' - dependent on Wave 2 decision. Combination of restrictions on rent increases, higher borrowing costs and significant capital works that are unavoidable may call viability of HRA into question over medium term.	Housing Asset Management Strategy commitment to have all homes to Energy Performance Certificate C by 2030. Competing demands from the Net Zero Carbon agenda and meeting Health & Safety / Compliance legislation - will place future retrofit programme at risk. SHDF Wave 2 grant funding £2.6m secured and matched with £2.6m from HRA for 2023-25 this will leave circa 900 properties to retrofit by 2030. Increase applications to central government to support other public realm and place-based sustainable programmes and projects, commencing with Independent Living (Sheltered Housing).	3	4	8	Treat	Housing Asset Management Framework in place. Retrofitting / Net Zero Carbon agenda - Housing Carbon Reduction Approach 2023 published / contract procurement / stock management process in place - planned works module on IT system. The HRA Business Plan was approved is due to be considered by Cabinet in December 2023. This 30-year model determines priority of spend level of retrofit against capital planned works including provision for HRA acquisitions and new build, to ensure priority spend level for further waves of SHDF and potential for sustainable generation and the potential central government support funding in future years.	2022/23 - Ongoing	2	3	6	

Link to Corporate Plan	Risk ID	Risk Name	Chief Officer	Risk Owner	Risk Description and Triggers	Actions in place	Likelihood Impact Total			Mitigation scheme	Proposed Actions	Timeframe	Likelihood Impact Total			Key Controls / Sources of Assurance
							Current Score						Target			
SA4: Quality homes and infrastructure	C11	Increased use of temporary accommodation, resulting in increased costs.	Gill Butler, Chief Officer, Housing	Andy Blaszkowicz, Director, Housing & Operations; Gill Butler, Chief Officer, Housing; CLT; Cllr Rebecca Shoob, Housing and Homelessness.	Increased levels of homelessness presentations due to current financial climate. This may lead to increase placements in temporary accommodation (TA) and increased financial cost to the Council. KCC has also advised that they will close 3 supported accommodation schemes in the district on 31/03/2024. The closure will affect approximately 18 clients with support needs. KCC are also proposing to end their accommodation support for care leavers when they reach the age of 19, with the support due to end during 2024 (although this has yet to be fully confirmed). Other potential pressures from asylum seekers currently accommodated in Home Office Accommodation, who are granted leave to remain and approach the Council for assistance. The Afghan and Ukrainian settlement schemes are also placing pressure on the Council's housing resources. The increased demand for TA may lead to providers increasing their charge to the Council. The overall increase in homelessness presentations to the Council may lead to an increase in formal (S202) and other reviews (such as accommodation suitability) going forward.	The Council has an annual TA budget of £300K. The Housing Options Team work to achieve best value when securing temporary accommodation. From April 2024, we will have a Framework of providers in place, which will rank providers in order of VIM. We are also making increased use of the Council's own housing stock as TA. All clients placed in TA are requested to complete housing benefit applications, as this can cover approximately 60% of the accommodation cost. The Housing Options Team work to prevent homelessness wherever possible, making the best use of available private rented accommodation.	3	3	9	Treat	A supplier framework will be in place from April 2024, to ensure that the VIM is achieved when procuring TA. We are working with the providers of the KCC TA to explore options for keeping the supported accommodation open after 31/3/24, with support provided on an outreach basis. The Council holds a ring-fenced Homelessness Prevention Grant Reserve of £950k, which could be used to cover in year cost pressures, subject to member approval. We have received an additional £232K of HPG to enable us to respond to homelessness pressure during 2023/24. By the end of March 24, the Council will have acquired 15 properties for occupation by Afghan & Ukrainian households. Also working with partners to fully understand the impact of wider asylum seeker placements on homelessness and the potential solutions going forward. The Housing Options Team continue to maximise the supply of good quality private sector accommodation so that homelessness can be prevented wherever possible.	Apr-24	2	3	6	
SA2: A thriving environment	C11-C12	Waste Collection and Street Cleansing Disruption	Andrew Rush, Chief Officer, Regulatory & Community Services	Ewan Green, Director, Strategy & Resources; Cllr Jeremy Speakman, Assets and Operations.	Service delivery failure or disruption to contract performance resulting in poor service to our residents, reputational damage, financial costs, impact on clean and attractive environment for residents, visitors and businesses. Possible triggers include: (1). Contractor service failures. (2). Weather disruption. (3). Disruption to transportation routes, fuel supplies and availability of HGV drivers. (4). Industrial action. (5). Pandemic/Covid-absences. (6) (5.) Volume of unacceptable littering behaviour. (7) (6). Introduction of new burdens and / or unforeseen service requirements arising from the implementation of new Government policy (e.g. Environment Act).	(1). Regular monitoring of contract performance by Waste Team. (2). Joint approach with Dover District Council as part of the Waste Partnership. (3). Use of contract performance clauses (e.g. performance deductions). (4). Updated Business Continuity Plans. (5). Regular monitoring of contractor resource levels (e.g. drivers and crews). (6). Targeted communications about taking home / disposing of waste responsibly. (7). Early impact assessment of implications of new policy burdens, working with Dover District Council and the Kent Resources Partnership.	2	3	6	Treat	(1). Continue the relevant actions as set out in 'Actions in Place'. (2). Targeted communications (promotion of recycling, 'take your litter home'). (3). The Waste Team to implement the agreed action plan in response to the Street Cleansing Internal Audit Report (reported to Audit & Governance Committee in September 2023).	Ongoing	2	2	4	(1). Monthly Operations Meeting with Contractor. (2). Monthly Contract Report including KPI update. (3). Audit follow-up report.
All Priorities	C11-C13	Cyber Threat	Steve Makin and Steve Weakley	Lydia Morrison, Interim Director, Governance & Finance; Cllr Gary Fuller, Resident Engagement and Accountability	Cyber attacks on local government were reported up by 38% in 2022. All ICT systems face cyber threats resulting in a number of possible outcomes including but not limited to: prolonged loss of access to FHDC network and key systems, potential loss of data, prolonged disruption to service delivery data breaches which could result in substantial financial penalties from the ICO.	The council has a number of layers of anti-virus security both internally and externally (e.g. on the Kent Connects network). All systems and equipment are in support at all times including cloud-hosted systems and updated regularly with security patches. There are Acceptable Use and Information Security policies in place which contain incident reporting procedures to provide guidance for staff. The Acceptable Use Policy has been updated in 2023. Staff have to undertake security awareness training on an annual basis. The number of routes by which a virus could enter the network have been curtailed. Backups are held which would enable systems to be rebuilt in the event of a loss of data which are tested annually. The council maintains its compliance with government standards which includes rigorous testing of security and if necessary monitoring remedial actions.	4	4	16	Treat/Tolerate	Maintain current position of providing staff ICT equipment needed to carry out their roles. Project to reduce data held on the network is being developed. This will reduce risk of virus infection spreading, raise awareness of staff of importance of good data management, reduce effort required if restoration necessary. Continue to monitor security systems and solutions and upgrade/renew as priority over other ICT works. Continue to educate users and carry out targeted email campaigns so staff and councillor awareness remains high. Continue to migrate systems to the cloud in line with the 2023 ICT Strategy where better security can be provided by vendors on a larger scale and also reduced risk of cross-contamination between key systems compared to hosting in local data centre. The Council successfully bid for DLUHC grant funding for improving cyber-security and was awarded £125k. This has been used to provide additional back-up security to help protect against the effects of a ransomware attack. It has also been used to improve the monitoring of networks and systems by the deployment of a Systems Incident and Event Management (SIEM) tool that provides alerts of suspicious activity on a network caused by malicious events. Managers have been reminded of the need to keep business continuity plans up-to-date. Training for managers in the form of typical desktop exercises will be arranged. ICT are working with Organisational Development on improving communications during a cyber incident.	Ongoing	3	2	6	
All Priorities	C14-C15	Economic Climate	Ola Owolabi, Chief Officer, Financial Services	Lydia Morrison, Interim Director, Governance & Finance; Cllr Tim Prater, Finance and Governance.	Due to world-wide economic factors, CPI inflation rates have increased at rapid rates. Cost increase pressures for pay, prices and contracts have necessitated price changes to the estimates of future projects and also the council's MTFs projections. These have to be funded and increase pressure on the MTFs funding gap. Inflation is likely to drive higher cost demands that may exceed what has been allowed for in the MTFs. The consequence of this is that budget reductions will be required to maintain service levels within cost, and/or projects may have to be delayed or deferred. Inflationary pressures may challenge scheme feasibility. The state of the economy is likely to impact upon collection rates for major income streams including housing rents, council tax and business rates. As a consequence of high inflation, interest rates are likely to rise also being which again influences the cost of future projects and the cost of borrowing which can have a material effect on viability of these schemes.	This is being kept under review by CLT and the finance/case-management team for existing contracts and any significant cost increases or shortfalls in income will be highlighted to CLT. Further guidance is awaited from Central Government on how Councils will be compensated for inflationary pressures, for example, whether the Business Rates multiplier will be increased by CPI rates or whether the Council will be compensated through the Provisional / Final Local Government settlement in the foreseeable future. Pay and price negotiations are on-going with suppliers and in respect of pay awards. The 2023 2024 Autumn Statement was delivered in November 2024 and it confirmed the is expected on 22 November 2023, which will confirm government's direction, CPI, inflation and fiscal policy issues, which were to be considered during the 2024/25 budget setting.	4	3	12	Treat/Tolerate	To ensure value for money in all contracts and projects and mitigate as far as possible to avoid entering into fluctuating value contracts. Inflation assumptions in MTFs have been updated and any impact of additional funding pressures have been projected and the additional pressures that this may bring to the Council are identified within the funding gap. The Local Government Association and other relevant bodies are lobbying Central Government for compensatory adjustment within the future Provisional Local Government settlement to help Councils balance their budgets. Further updates regarding the economic climate are expected during the Autumn Statement in March 2024. November 2023, which will confirm the CPI inflation data that will inform future budget decisions. Additional information will also be provided by the Council's Treasury Management advisor (Arlingclose) about the market and general economic climate.	Ongoing	3	2	6	Robust assurance in place through the treasury management activities and regular economic updates from the Council's Treasury Management Advisor (Arlingclose) being provided on a quarterly basis to the Corporate Leadership Team, Finance & Performance Scrutiny Sub-Committee, and the Cabinet for consideration. A further training session is scheduled for March 2024, with the aim of providing elected Members with an enhanced awareness of Members' roles within the Treasury Management function, understanding the changing regulatory and market environment and the challenges officers face on a daily basis.
SA4: Quality homes and infrastructure, SA2: A thriving environment	C14-C15	Levelling Up Fund Folkstone	Rod Lean, Chief Officer, Place and Growth	Ewan Green, Director, Strategy & Resources; Andy Blaszkowicz, Director, Housing & Operations; Cllr Rich Holgate, District Economy	Delivery of a £22m Levelling Up Programme for Folkstone will present complex project management issues, requirement for robust governance arrangements, management of budget, comprehensive communications and engagement strategy along with strong stakeholder engagement. The project also has a challenging timetable set by DLUHC. Risk of cost escalation and inflationary pressures.	Key project risks will be mitigated through strong governance structures, and regular project review meetings. Projects cost will be monitored through the project's cost consultant, from outline design stage through to delivery. Value engineering principles will be applied to ensure the design fulfils the original design brief whilst remaining within the budget. All project management documents and processes have been prepared and implemented. DLUHC also have a Project Adjustment Request (PAR) process to enable local authorities to request a time extension.	2	4	12	Treat	Memorandum of Understanding has been signed by DLUHC and FHDC. A clear governance structure has been implemented. A delivery agreement between FHDC and with KCC is being finalised has been agreed. A resource structure has also been proposed to ensure strong delivery team is in place to deliver against the challenging timetable. A comprehensive list of Project Management Office documents are being populated and constantly reviewed to help manage the project delivery. Issues or risks are flagged through the approach above. Any urgent issues are immediately actioned and escalated as appropriate in a timely manner. A PAR has now been requested for an extension of time - this process will be initiated by DLUHC with a conclusion expected in April 2024.	Completed initial addressing of capacity, maintain progress	2	2	4	Regular reporting to DLUHC. Reporting progress through our sponsorship group chaired by Director of Housing and Operations.

Link to Corporate Plan	Risk ID	Risk Name	Chief Officer	Risk Owner	Risk Description and Triggers	Actions in place	Likelihood Impact Total			Mitigation scheme	Proposed Actions	Timeframe	Likelihood Impact Total			Key Controls / Sources of Assurance
							Current Score						Target			
SA1: Positive community leadership	C16	Sports and Leisure Provision in the District	Andrew Rush, Chief Officer, Regulatory & Community Services	Andy Blaszkowicz, Director, Housing & Operations; Cllr Jeremy Speakman, Assets and Governance; Cllr Michael Blakemore, Community and Collaboration.	The provision of sports and leisure facilities within the district is under pressure from several risk factors: (1). High energy costs have had a significant impact on the leisure sector that has high energy usage, notably swimming pools. (2). Wage inflationary pressures have driven up staffing costs. (3). Shortages of trained staff (e.g. lifeguards and training instructors) and its operational impact. (4). The high cost of maintaining often ageing leisure facilities (e.g. Hythe Pool constructed in 1974). (5). The reliance of many community leisure facilities on external funding (e.g. FSCT grant and Sports England funding). (6). The ageing population and increased need for targeted wellbeing programmes (e.g. obesity) have increased community demand but with no national funding structure.	1. Council funding of local facilities either directly (e.g. Hythe Pool) or through grant support (e.g. FSCT). 2. Work carried out by the Council promoting the health and wellbeing agenda and identifying external funding schemes.	4	3	12	Treat	1. Replacement for Hythe Swimming Pool. 2. Continued grant support for FSCT. 3. New leisure centre facility planned for Otterpool Park.	3-10 years	2	3	6	
SA1: Positive community leadership	C17	Fraud and Corruption	Ola Owolabi, Chief Officer, Financial Services	Lydia Morrison, Interim Director, Governance & Finance; Amandeep Khrouf, Assistant Director, Governance, Law & Democracy; Cllr Prater, Finance and Governance	The Council could suffer a loss due to the mis-use of Council assets; potential reputational damage; potential impact of government grants; potential impact on residents and businesses if Council funds or resources are subject to fraud or corrupt practices.	Internal Audit review all key systems vulnerable to fraud and corruption regularly, undertaking appropriate checks and report to management and Audit & Governance Committee. Anti-Fraud, Corruption, Bribery and Whistleblowing Policy is in place. Annual staff training available. In addition the Chief Executive, s.151 Officer and Monitoring Officer have held several training sessions on the importance of good governance for all members of staff. Corporate Governance Board of Chief Officers has been established and meets regularly to address risk and performance management. Dedicated and trained Council Fraud Investigator. Work continues to be undertaken to review NFI data which provides additional checks to identify fraudulent claims and identify fraud. Robust system controls tested regularly.	2	2	6	Treat	Continue to build on use of data analytics including the utilisation of government initiatives and in-house resources. A fraud risk assessment should be undertaken to evaluate fraud risks including the development of a fraud action plan. Add to the existing fraud reporting arrangements to include a summary of all suspicions and outcomes of investigations, and be presented to Corporate Leadership Team and the Audit and Governance Committee on a regular basis. Fraud data published under the Transparency Code 2015 must include all types of fraud suspected, reported and investigated.	Ongoing	2	2	4	Planned internal audit reviews. New Corporate Governance Group to strengthen oversight. Fraud Awareness training session was delivered on 11 January 2024.
All Priorities	C18	Elections	Amandeep Khrouf, Assistant Director, Governance, Law & Democracy	Paul Butler, Democratic Services and Elections Manager	1. Changes to Police and Crime Commissioner Voting: From 02 May 2024, the voting system for Police and Crime Commissioner elections is changing. Going forward electors will vote for one candidate, in a first-past-the-post voting system, instead of the previous supplementary voting method where voters choose a first and second choice. The inherent risk is elector confusion, ballot paper inconsistencies and different counting methods that have not been used before. 2. UK Parliamentary boundary changes: At the next General Election electors in the North Downs East and North Downs West wards will be voting for a member of the Ashford constituency. However all other elections remain the same. Council tax will still be collected and services provided by Folkestone & Hythe District Council. The inherent risk is elector confusion, costs to reproduce postal packs that have been incorrectly disposed of, increased calls, doubt in the electoral process, etc. 3. Voter ID: This is on the risk register and should remain until a cycle of elections has completed. 4. Elections Act 2022 implementation: Far reaching electoral registration implementation as part of the Act, introduced over a 2 year period will bring massive change to the way domestic and overseas electors register and select their voting preferences. In addition, some EU electors who do not fall within eligibility criteria will be removed from the electoral register when this part of the Act is made. Risks from the implementation of this Act include voter disenfranchisement, confusion, anger and frustration from being removed.	Regular meetings scheduled up until the elections with the Returning Officer and Electoral Registration will highlight issues quickly with a view to mitigation. Understanding legislation and new criteria by attending training events to ensure the right interpretation has been made, to ensure the right message is given to the public. Preliminary work started on communication, training and planning through the project plan, risk register and issues log. This relates to the election team's own action plan with specific tasks in meeting the objectives of each risk and the additional requirements set by the Electoral Registration Officer and Returning Officer.	2	3	6	Treat	1. Early communications by way of poll cards and the ballot paper instructions will help show electors how to cast their vote at the upcoming PCC election. Presiding Officers will also be told of the change and how electors may react to this. 2. A leaflet will be distributed to North Downs East and North Downs West properties to inform them of the changes, highlighting what their poll card and ballot paper will look like in the future for the next General Election. A press release and further social media communications will be distributed to bolster the message. 3. Voter ID will have been a year in place when it comes to the May elections. National campaigns will happen again. We will provide local messages on the website, social media and when residents call up the customer contact team. Poll cards will have details of the ID to bring and how to apply for a Voter Authority Certificate if voters haven't got what is required. 4. Various implications of the Elections Act 2022 will be taken into consideration in the planning, training and execution of the May polls. Specific attention will be given to the part being implemented at the time, over the course of the implementation period between 2022-2024. For the May 2024 polls postal vote restrictions, secrecy changes, campaigner guidance and the way in which people vote are all implemented and will be new to electors. The new procedures and guidance will be outlined to electors by way of the poll card and information at the polling station and within the postal pack, and for staff training to relay any messages.	2026 (Voter ID after one cycle of all elections completed)	2	3	6	Meetings and paying close attention to Association of Electoral Administrators (AEA) and Electoral Commission (EC) bulletins for guidance and last minute changes.
All Priorities	C19	Change of Governance	Amandeep Khrouf, Assistant Director, Governance, Law & Democracy	Susan Priest, Chief Executive	At the meeting of Full Council on 21 June 2023 it was resolved that a Constitution Working Group be convened, comprising of the Leader of each constituted group (or their nominee) plus one independent to put forward recommendations and proposals for the change of governance at the Council. To date, good progress has been made on the outline structure and composition of committees. A change in the form of arrangements will represent a key integral element of the overall organisational vision of the Council and also how it interacts with the District's residents and other stakeholders. The process of change will raise a number of associated risks to be identified and managed as part of the development process and implementation. In addition, the timeframe in which the Council is seeking to implement the change to a committee system is challenging. It will therefore be important to ensure that pace is maintained, but that this does not impact upon full and proper consideration of issues being undertaken.	The work of the working group is continuing and we have also instructed an external legal advisor for the duration of this project. The Monitoring Officer and Chief Executive have oversight of the overall project and work closely on member and stakeholder engagement.	2	2	4	Treat	Continue to work with the Working Group and all Members and stakeholders as well as Chief Officers to achieve a smooth transition to the new Governance Arrangements. Continue to seek external legal advice throughout the duration of this project. Instruct the IRP to carry out a comprehensive review of the proposed changes. Comprehensive training to be arranged for all Members and Staff to support ongoing learning and development. Regular review by CLT and Chief Officers of the proposed changes and oversight feedback post implementation and change of governance.	Ongoing	2	2	4	Regular reports to Audit and Governance Committee and full Council, as necessary. Tailor-made training for both councillors and staff so that they are confident with the new governance arrangements.