

Corporate Risk Register

Risk ID	Risk Name	Risk Owner	Risk Description & Triggers	Actions in place	Current Score			Mitigation scheme	Proposed Actions	Timeframe	Target Score		
					Likelihood	Impact	Total				Likelihood	Impact	Total
C1	Organisational Instability	Susan Priest (HoPS); Cllr David Monk (Leader)	High levels of staff turnover & loss of professional/organisational expertise in some key roles. Changes in political make-up of the Council, greater political complexity. Impact of Coronavirus on council services from staff issues. Risk of key staff members going off sick with Covid.	Phase 1, 2 & 3 Transformation completed & integrated into service. Corporate Plan is out to consultation during November. Collaboration on Cabinet agreed with Green and Liberal Democrat parties. Three Corporate Directors established in post. Emergency response well tested throughout pandemic, areas of strain within organisation but all key services maintained. Difficult job market likely to result in lower staff turnover.	2	3	6	Treat	Transformation programme will be concluded in March 2021 and the focus will be on continuous improvement. Strong training offer based on recent (July 2020) Learning Needs Analysis to upskill staff and drive engagement and retention of knowledge.	December 20 & ongoing	2	2	4
C2	Shortage of skills to deliver agenda	Susan Priest (HoPS); Cllr David Monk (Leader)	Shortage of specialist skills including project management, insight, business case preparation and evaluation, commercial appraisal. Additional duties being placed on Local Authorities through COVID-19 pandemic, eg Environmental Health and Enforcement roles.	Alternative staff incentives on offer such as flexible working. Pay agreement has secured improved terms for existing and new staff.	3	3	9	Treat	Local Authorities are being asked to undertake additional duties during the COVID 19 response. In some instances these have come with additional funding and in others not. Work underway to specify the skills we need to deliver large-scale projects; maket supplements will be offered where necessary.	Ongoing	1	2	2
C3	Failure to deliver Otterpool Park development	Ewan Green (Director of Place); 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 projects team with embedded Legal & Financial representation on working group. Connections with Homes England and MHCLG have been made. Legal, Financial and Commercial advisors in place. Financial model has been developed. Full Council decision to earmark funds for project to commence and control of all major landholdings / options achieved. Further grant funding bid made to Homes England. LLP to develop the site has been established and Directors appointed with broad range of skills applicable to the project. Internal Corporate Oversight Group established.	2	3	6	Treat	Continue to engage specialist advice where required. Specific advice has been commissioned to develop the LLP's first Business Plan, due to be considered alongside the Strategic Land Agreement in early 2021. 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
C4	Medium Term Financial Uncertainty	Charlotte Spendley (S151 Officer) Cllr David Monk (Leader)	Fair funding review will fundamentally change LG funding but further delays announced and detail unknown at present. Will need to plan with within climate of uncertainty. Lack of certainty on Business Rates Localisation/Retention and other funding streams. COVID 19 has placed an additional financial burden within 2020/21 which is likely to also impact on at least 2021/22.	Officers regularly attending briefings on future LG funding/Pixel. Updated MTFS was considered by Cabinet/Council in November outlining scale of medium term gap and Budget Strategy to be considered in December. S151 Officer part of Kent Finance Officers Group. Balanced budget for 2020/21. Budget Managers tasked with identifying savings for the Budget Strategy to support the overall savings requirement identified in the updated MTFS. Regular updates provided to Members on the current year position.	4	3	12	Treat	Officers will continue to attend briefings on LG Funding and brief members. Fundamental review of detailed budget for 2021/22 currently underway. Await outcomes of Spending Review and LG Finance Settlement for 2021/22.	Ongoing	2	2	4

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C5	Transition (Brexit) & Wider Market Conditions	Andy Blaszkowicz (Housing & Operations Director)/ Ewan Green (Place); Cllr D Monk (Leader) / Cllr Wimble (Economy)	Recession. Labour issues (most relevant to Housing Responsive Repairs). Volatility of housing market (Impact on key Strategic Project delivery). Economic risk to district of transition due to key infrastructure links to Europe eg M20/Eurotunnel/Stack. Major disruption to Kent road network. Issues with ability to carry out essential and statutory services during transition implementation.	Regular contract meetings in place with all contract service providers. Key Strategic Projects modelled with tolerances for market volatility. Attending local and regional contingency planning meetings on transition. Further multi-agency planning exercises are ongoing. FHDC working closely with KRF and other stakeholders to ensure plans are effective. Key staff have received tactical and strategic training. Business continuity plans have been updated. Impact on staff reduced due to continued home-working.	3	3	9	Treat	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. Progress with Strategic Projects, ensure market conditions evaluated at full business case appraisal stage. Model scenarios of economic impact within revision to MTFS. Development of Recovery Plan with Economic theme. Member briefings to be set up as deadline	Ongoing	2	3	6
C6	Capacity to deliver competing demands	Susan Priest (HoPS); Cllr David Monk (Leader)	Balance between business as usual activity and aspiration including emerging agendas (including High Streets fund, Climate Change Emergency, Governance Review, Pesticides motion) leading to stretched resource base (staffing & financial). Additional pressures placed on LA's during pandemic.	Draft Corporate Plan has been developed and currently out to public, staff and stakeholder consultation.	3	3	9	Treat	Public consultation being undertaken on Corporate Plan. Currently developing an action plan that will sit underneath the Corporate Plan to determine priority of actions over the next 3 years.	February 21 & Ongoing	2	2	4
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. Issues exasperated by impact of COVID-19 on all public service providers. Financial difficulties for some providers such as leisure trusts.	Key Strategic Partnerships established including Folkestone & Hythe Community Safety Partnership, Local Children's Partnership Group and South Kent Coast Health and Wellbeing Board. Links to community and voluntary sector strengthened as part of the response to COVID-19, including Council funding support for a community based response model.	3	3	9	Monitor	Out to consultation with partners regarding Corporate Plan; continue to liaise with partners to support where feasible.	Ongoing	3	2	6
C8	Failure to deliver Transformation change including key components of ICT & People Strategy	Susan Priest (HoPS); Cllr David Monk (Leader), Cllr Field (Transformation)	Final stages of transformation and move to continuous improvement not delivered to current timescale, to agreed budget, project objectives or fails to make required savings. IT delivered is not customer focused or fit for current and future requirements. The People Strategy does not deliver cultural change required to support new operating model.	Transformation Board established to track project progress against milestones and budget. IT Strategy agreed and implementation commenced. Experienced Project Manager appointed to lead transformation. Implementation of Phase 1, 2 and 3 completed. Phase 4 to follow, with consultation in January 2021, then moving to a process of continuous improvement. Skype for Business, new Customer Contact Centre, Staff Hub, Built Environment and launch of My Account & Customer Access Strategy all completed.	1	3	3	Treat	Phase 4 scheduled to be completed by March 21. Continued work on Customer Access Strategy to be undertaken by cross departmental Officer Group. Further phases of My Account roll out planned for 2020 and 2021. Transformation Board continue to have oversight. Work underway to understand all department IT requirements and ensuring everything is fit for purpose now and in the future.	Sep-21	1	3	3
C9	Failure to deliver Strategic Projects due to complexity	Andy Blaszkowicz (Housing & Operations Director); CLT; Cllr David Godfrey (Housing, Transport & Special Projects)	Ambitious Strategic Development & housing 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	Some experienced resource within projects team. Work ongoing with Homes England and MHCLG with some funding already agreed. Engaging specialist advice where required.	3	3	9	Treat	CLT currently considering resource required for wider strategic projects & identifying resource requirements for each project. 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

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C10	Risk of organisational 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, landlord statutory obligations and Regulator of Social Housing; data integrity issues- housing.	Legal support embedded in project teams for key projects. External Advice sought where required. LGSR arrangements procured and commissioned and service being delivered and monitored. LGSR activity now fully compliant with other key compliance areas being actioned. Voluntary undertaking with Housing regulator agreed. Compliancy resource identified and recruited to within new Housing Service. Local Plan adopted by Full Council in September 2020.	3	3	9	Treat	Continued External Advice sought when required. Use of professional specialists (Legal, Finance, Procurement) in key projects (e.g. Waste Contract, Strategic Development). Ongoing monitoring and regular reporting on compliancy built into CLT monitoring reporting from day 1 of new Housing service. Risk of challenge to Examination in Public (EIP) to be managed through appointment of experienced barrister. Internal Audits commissioned to review areas of concern.	Ongoing	1	3	3
C11	Reputational Risks	Susan Priest (HoPS); Cllr David Monk (Leader)	Failure to deliver key Corporate objectives and Financial plans. Key contracts to deliver (2020/21 Waste & Recycling) 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. Customer satisfaction falls during Transformation changes and / or through COVID-19 operational changes. Risk of partner / service failure, referral / investigation from regulatory body.	Quarterly KPI monitoring and exception reporting to CLT, OSC and Cabinet. Internal Audit reporting quarterly to Audit & Governance. Working Groups established early to progress key contract delivery by agreed timeframes. Procurement expertise on working group with external advice being sought as required. Application for Judicial Review on Princes Parade ongoing. Local Plan adopted by Full Council in September 2020. Staff survey undertaken to assess impact on customers of COVID-19 operational changes. Waste Contract Let.	2	3	6	Treat	Project Governance and oversight of key contracts to be agreed with CLT.	Ongoing	2	2	4
C12	Non-compliance with ESIF regulations for the Folkestone Community Works (FCW) programme	Katharine Harvey (Chief officer) & Cllr Wimble (Economy)	FHDC is the accountable body with management responsibilities for the Folkestone Community Works CLLD programme (FCW). 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	In-depth scrutiny of ability and systems of project lead organisations to undertake EU compliant projects; FHDC decision panel to scrutinise assessments of lead delivery 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. PMT resources increased to include a Project Support Officer, to ensure project compliance. Quarterly claim checks by Managing Authorities ensure satisfactory processes and evidence in place. Managing Authorities are satisfied with process during annual On the Spot Inspection Visits. Regular review of programme delivery due to impacts of COVID-19.	Ongoing	1	2	2
C13	New Landlord Service	Andy Blaszkowicz (Housing & Operations Director); Cllr Godfrey (Housing) Director & John Holman (Assistant Director Housing)	The Council has established its own housing service after returning the service from EKH in October 2020. The new Housing service as landlord needs to comply with its H&S and regulatory obligations, ensure accurate data and transparent reporting are available. An upgrade to the current ICT platform is required and its delivery is a key aspect to the success of the service delivery.	Vision for new service agreed. New housing team recruited; Performance reporting being implemented, Internal audits being engaged to verify performance; discussions held with regulator to update on progress made. New computer system being implemented. Northgate project team to be created.	2	3	6	Monitor	Having recruited the new service future action requires the bedding in of staff, writing procedures, the implementation of the new Northgate Housing system in 2021 and a series of audits in December 2020 to confirm direction of travel and in March 2021 with view to being 'signed off' by the regulator. Member training to embed corporate knowledge of housing, development of tenant scrutiny and publication of performance. This risk has been assessed on the assumption that Northgate will be implemented as planned. If this doesent happen, by September 2021) the risk of reporting accurately (& therefore non compliance increases significantly).	2022	1	3	3

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C14	COVID 19	Susan Priest (HoPS); Cllr David Monk (Leader)	There has been a substantial escalation of the Coronavirus and this has had an impact on the district, its residents, economy, as well as council services & finances. There is currently a second wave and likely to be ongoing restrictions of varying degrees. Adapting to the new normal/ ways of working and unforeseen and increasing requirements from Central Govt. Resourcing new challenges. Whilst being expected to do BAU.	Regular online staff and manager briefings undertaken by Cex and CLT. Regular staff surveys. Staff requests for equipment fulfilled. Additional IT resource put in place. Regular communications messages. Community Hubs supported (financially and resources) during height of first wave of pandemic. Resources deployed to priority areas e.g. Area Offices, Environmental Protection Officers etc. Business Continuity Plans. MTFS updated. Revision to 2020/21 Budget. Cashflow monitoring.	3	3	9	Treat	New business grants to be distributed. Re-establishment of community support. Potential delivery of new projects e.g Local tracing. Regular emergency planning meetings with the Strategic Planning Group to assess resource and requirements for new agile working. Review IT infrastructure and put in place back up measures in case internet goes down (eg telephone conferencing).	March 20 & ongoing	3	3	9
C15	Climate Emergency	Charlotte Spendley (S151 Officer) Cllr Whybrow (Environment)	Council resolution to commit to reduce the Council's estate and operations to zero net carbon by 2030.	Climate and Ecological Working Group established and meeting regularly. Draft Carbon Action Plan in development. Low Carbon & Sustainability Specialist appointed.	2	3	6	Treat	All Member briefing scheduled for January 2020. Staff training being planned to raise corporate awareness. Carbon Action Plan to be considered by Cabinet in January 2021.	January & Ongoing	1	2	2