

Corporate Risk Register

Appendix 2

Link to Corporate Plan	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
All Priorities	C1	Organisational Capacity	Susan Priest (Chief Exec); Cllr David Monk (Leader)	Diverse political make-up of Council with range of Council motions to manage. Limited capacity and specialist skills available in key fields such as Strategic Development, Environmental Health, Finance & Building Control. Workforce pressures for key contractors such as Veolia and Mears, and in seasonal roles for Grounds Maintenance. Reputational risk exposure if not sufficiently managed.	Adoption of new Corporate Plan. Transformation project completed. Staff Working Group established to support transition to new CAP, Agile Working and new Civic Suite at Otterpool Park. Succession Planning being undertaken by Organisational Development for all Directorates. Proposals agreed by Cabinet in September to address strategic projects capacity.	3	3	9	Treat	Ongoing work of Staff Working Group. Finalisation of Succession Planning. Work with key contractors to gain further assurance on Business Continuity Plans. Establishment of PMO function to roll out consistent framework for managing projects corporately.	Ongoing	2	2	4
SA 4: Deliver a sustainable new development at Otterpool Park	C2	Otterpool Park development	Ewan Green (Director of Place); Cllr David Monk (Leader)	Delivery of a new Garden Town which will present complex planning issues, requirement for robust governance arrangements, management of financial exposure risks and require new connections to be established with key partners to enable the scale and complexity of delivery	LLP established and Board appointed, Business Plan for 2021-2026 considered and update agreed January 2022. Budget commitment made within MTCP. Regular Owners Committee Meetings. Internal Corporate Oversight Group established. Core Strateg found sound to be adopted March 2022. Paper agreed by Cabinet on appropriate separation of duties for Members and Officers.	3	4	12	Treat	Strategic Land Agreement (including Land Strategy) & Funding Agreements to be concluded and agreed in line with delegations. Planning Permission to be considered.	Agreements March 22 Planning Permission Dec 22	2	3	6
All Priorities	C3	Medium Term Financial Strategy Uncertainty	Charlotte Spendley (S151 Officer) Cllr David Monk (Leader)	Fair funding review will fundamentally change LG funding but further delays anticipated 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.	Officers regularly attending briefings on future LG funding. Updated MTFS was considered by Cabinet/Council in November outlining scale of medium term gap with the Budget Strategy agreed in December 21. S151 Officer part of Kent Finance Officers Group. Balanced budget for 2021/22. Regular updates provided to Members on the current year position. Balanced budget for 22/23 set.	3	4	12	Treat	Officers will continue to attend briefings on LG Funding and brief members. Update to the MTFS planned for Summer 22 and reported in the Autumn, followed by the Budget Strategy update. Plans to be drafted for budget savings targets for Budget Managers for 23/24 cycle of budget setting following MTFS. Update to HRA Business Plan required following the conclusion of Stock Condition Survey planned for Spring 22. Specialist engaged to undertake this.	Ongoing	2	3	6
All Priorities	C4	Failure to deliver Strategic Projects due to volume & scale of projects	Andy Blaszkowicz (Housing & Operations Director); CLT; Cllr David Godfrey (Housing, Transport & Special Projects)	Ambitious Strategic & 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 and funding including Levelling Up Fund, Brownfield Sites Fund, etc	Some experienced resource within projects team. Work ongoing with Homes England, MHCLG, One Estate etc to secure futher funding. Engaging specialist advice where required. Cabinet agreed additional resource request Autumn 2021.	3	3	9	Treat	Establishment of PMO function to roll out consistent framework for managing projects corporately.	Completed initial addressing of capacity, maintain progress	2	2	4
All Priorities	C5	Organisational non compliance with emerging legislative and regulatory requirements and associated new burdens	Susan Priest (Chief Exec); 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 could create reputational damage and delay projects, landlord statutory obligations and Regulator of Social Housing. Changing legislative and regulatory environment (post COVID & Grenfell), risk to authority in meeting the emerging requirements with sufficient resources and skills to fulfil statutory duties. Reputational risk to authority if risk occurs.	Legal support embedded in project teams for key projects. External Advice sought where required. Core Strategy found by inspectors to be sound March 2022.	2	4	8	Treat	Continued External Advice sought when required. Use of professional specialists (Legal, Finance, Procurement) in key projects. Ongoing monitoring and regular reporting on compliancy built into CLT monitoring reporting for Housing service. Internal Audits commissioned to review areas of concern. Training funding available for staff to support ongoing learning and development.	Ongoing	2	2	4

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SA1: Supporting & empowering our communities	C6	Failure to support social recovery of district post COVID	Susan Priest (Chief Exec); Cllr David Monk (Leader)	Following the pandemic focus now shifts to recovery. Risks remain to public health but additionally resident expectations have grown, communities require ongoing support, vulnerable residents require appropriate access to services and effective signposting. Community safety resources (including police services) under ongoing pressures	Corporate Plan agreed. Well established connections made with voluntary sector. Community hubs established for responsive work.	2	2	4	Monitor	Ongoing role of Community Hubs to continue based on value demonstrated through the pandemic.	Ongoing	2	1	2
SA2: Grow the circular economy & reduce waste	C7	Failure to support economic recovery of district post COVID	Susan Priest (Chief Exec); Cllr David Monk (Leader)	Following the pandemic focus now shifts to recovery for the economy with a particular focus on reinvigorating our high streets. Council to play facilitating role to support the regenerations of town centres following the permanent changes accelerated by the pandemic. Council has responsibility to ensure Folca site plays a strategic role to regeneration of Folkestone High Street	Folca purchased. Place Plan and associated action plan agreed and adopted. Support for businesses across the district to remain focused on covid recovery. Use of the Folkestone Works website to promote and signpost to business support. High Street Fund extended to March 2023.	2	3	6	Monitor	Work underway for Leveling Up Fund bid to be submitted. Work with eth F&H Business Advisory Board to continue to ensure business support is appropriately targeted.	Apr-22	2	1	2
SA2: Increase our resilience to climate change	C8	Failure to achieve Carbon Neutral ambitions by 2030	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. Competing demands to be managed and interdependencies to be considered.	Climate and Ecological Working Group established and meeting regularly. Carbon Action Plan agreed. Additional resources secured. Staff & Member training commenced. Impact statements being trialled in Cabinet Papers from July 21 onwards. Social Decarbonisation Funding secured.	4	3	12	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. Cabinet paper on proposals for District Wide emissions planned for March 2022. Work required on HRA aspects as ambition cannot be funded from existing HRA resources.	Ongoing	3	2	6
SA4: Deliver a safe, accountable housing service	C9	Housing deliverability	Andy Blaszkowicz (Housing & Operations Director); Cllr Godfrey (Housing) Director & John Holman (Assistant Director Housing)	Delivery against high expectations - new build and retrofit housing, asset management, HRA Business Plan viability	Pipeline of sites has been identified. Working with local developers to build out sites with delivery to the HRA. Work going on to identify and explore carbon zero options / MMC and OSM delivery possibilities. Some skilled Officers in place. Stock condition survey started and new Northgate IT system being implemented. Competing demands from the NZC agenda will place future development of HRA new builds at risk.	3	3	9	Treat	Design and implement new Asset Management Framework to include New Build / Retrofitting / Carbon Zero / stock Management and retention / disposals / site acquisitions. Document to fully inform new HRA 30 year business plan. Work with local developers to secure sites and bring housing forward. Secure S106 affordable housing allocations from developers across district including Otterpool. Access new frameworks for further opportunities. develop partnerships to bring further opportunities forward. HRA BP to determine priority of spend anticipated Spring 2022.	Ongoing	2	2	4

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SA2: Ensure an excellent environment for everyone	C10	Waste Collection Distruption	Ewan Green (Director of Place); Cllr Stuart Peall (Waste)	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.	1. Regular monitoring of contract performance by Waste Team. 2. Joint approach with DDC 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.	3	3	9	Treat	Continue the five actions as set out in 'Actions In Place'.	Ongoing	2	2	4
SA1: Supporting & empowering our communities	C11	Failure to ensure vulnerable customers can access services.	Ewan Green (Director of Place); Cllr Ray Field (Transformation, Digital, IT & Customer)	The Customer Access Strategy sets out the Council's aims for customers to access as many services as possible through digital platforms. There is requirement to ensure that customers who are unable to engage in that way are not disadvantaged and provide access to services in non digital format.	Staff Group Established with focus on ensuring vulnerable customers needs can continue to be met. Commitment in CAS to ensure that customers can continue to contact and transact wiith the Council in all formats. Welfare team established to identify and support vulnerable residents financially and signposting for further support.	2	2	4	Monitor	Ensure the development and launch of the CAP considers the needs of the most vulnerable residents and council service users. Monitor for service impacts and amend as necessary. Continue to develop links within the district and to use intelligence to identify and reach out to the most vulnerable residents.	Ongoing	1	2	2
All Priorities	C12	Cyber Threat	Charlotte Spendley (Director of Corporate Services); Cllr Ray Field (Transformation, Digital, IT & Customer)	Risk to the Council and its associated ICT systems and data of cyber threats. Loss of data, data breaches, financial implications. Impact to availability of Council services. Reputational damage.	The council has a number of layers of anti virus security both internally and externally (e.g. on the Kent Connects network). Education policies protection (own and shared) cloud system to be in support at all times. There are Acceptable Use and Information security policies in place which contain incident reporting procedures to provide guidance for staff. Staff have had security awareness training. 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.	3	4	12	Treat / Tolerate	Increased briefings to CLT, Senior managers and staff on risks, esure staff are completing compulsory e-learning for cyber threats, and carry our targeted email campaigns to ensure staff awareness remains high. Review all business continuity plans for a prolonged ICT system outage. Carry out business continuity exercises. Review Information security and computer use policy to incorporate such measures as limiting private use of corporate devices. Review Information management and data retention policies. Form a project aimed at reducing the amount of data held on the corporate network and within business systems. Continue to monitor security systems and backup solutions and upgrade and renew as a matter of priority over other ICT works. Continue to work with extrnal agencies such as NCSC to follow best practice guidance. Work to build on "Cyber Essentials" accreditation. Migrate remaining systems to the cloud in line with the ICT Strategy where better security can be provided by vendors on a larger scale and also reduce the risk of cross contamination between systems in the local data centre. Explore Insurance options.	Ongoing	3	2	6

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All Priorities	C13	MTFS - Inflation	Charlotte Spendley (Director of Corporate Services)	Increasing CPI rate. Cost increases for existing contracts and changes to estimates of future projects. Consequence would be savings required to maintain service levels, and/or projects being delayed or deferred	This is being kept under review by the finance/case management team for existing contracts and any significant increases will be highlighted to CLT.	3	3	9	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.	Ongoing	3	3	9

Appendix 3

Matrix - Corporate Risk Register - current Score

Likelihood	Very Likely (4)			C8 - Carbon Neutral Ambitions	
	Likely (3)			C1 - Organisational Capacity C4 - Strategic Projects C9 - Housing Deliverability C10 - Waste collection disruption C13 - MTFS Inflation	C2 - Otterpool Park C3 - MT Financial Strategy Uncertainty C12 - Cyber Threat
	Unlikely (2)		C6 - Social Recovery C11 - Vulnerable Customers	C6 - Landlord Service Failure C7 - Economic Recovery	C5 - Legislative and Regulatory Non Compliance
	Rare (1)				
		Minor (1)	Moderate (2)	Significant (3)	Severe (4)
	Impact				