

Corporate Risk Register

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, <b>challenging recruitment market &amp;</b> shortage of <b>many</b> specialist skills available in key fields such as Development Control, Climate Change, Strategic Development, Environmental Health, Finance & Building Control. 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.	Capacity proposals agreed by Cabinet in 2021 to address strategic projects capacity. Agile working introduced to attract skilled workforce. Succession planning being undertaken by Organisational Development (OD) for all Directorates. New grow our own initiative. <b>Use of specialist recruiters to target hard to fill roles and interim resource to fill key roles.</b>	3	3	9	Treat	Ongoing work of OD focusing on succession planning. Work with key contractors to gain further assurance on Business Continuity Plans. Additional promotional work with local schools to highlight entry points / range of career opportunities within the council.	Ongoing	2	2	4
SA 4: Quality homes and infrastructure	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. <b>Framework for updated Business Plan considered by O&amp;S in November 22.</b> Budget commitment made within MTCP. Regular Owners Committee Meetings. Internal Corporate Oversight Group established. Core Strategy adopted March 2022. Paper agreed by Cabinet on appropriate separation of duties for Members and Officers. Strategic Land Agreement concluded. <b>Agreement from Cabinet to establish a Stewardship Vehicle and explore a Collaboration Agreement with Homes England.</b>	3	3	9	Treat	Funding Agreements to be concluded and agreed in line with delegations. Planning Permission to be considered. Phased Delivery Strategy being developed alongside updated Business Plan. <b>Further work on financial framework for Stewardship Vehicle underway. Negotiations for a collaboration with Homes England underway. Review of CIL underway.</b>	Agreements <b>November 22</b> Planning Permission <b>Early 23</b>	2	3	6
All Priorities	C3	Medium Term Financial Strategy Uncertainty of Future Funding	Charlotte Spendley (S151 Officer) Cllr David Monk (Leader)	<b>Central Government continues to indicate a Fair funding review will be delivered to fundamentally change LG 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 3 year funding settlement was announced from 2022/23, however this settlement means a cash-flat position for 2023/24 and 2024/25. The Council awaits the outcome of the Autumn Statement from the Chancellor of the Exchequer to provide further clarity on the national and local picture for public finance. National economic climate creating significant additional pressures and uncertainty.</b>	Officers regularly attending briefings on future LG funding. <b>Updated MTFS was considered by O&amp;S/Cabinet/Council in November outlining scale of medium term gap.</b> S151 Officer part of Kent Finance Officers Group. Regular updates provided to Members on the current year position. <b>MTFS position determined following significant modelling and having taken advice from advisors.</b>	4	4	16	Treat	Officers will continue to attend briefings on LG Funding and brief members. <b>Update to the MTFS to be reported in November, 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 will be made for 2023/24 Specialist advisors engaged to undertake this. A review of inflationary pressures across the council underway to assess impact and options. Member training &amp; senior officer session scheduled for November to cover economic picture and LG Funding.</b>	Ongoing	2	3	6
All Priorities	C4	Failure to deliver Strategic Projects due to volume & scale of projects, <b>alongside the council facing increased financial pressures in an uncertain economic climate.</b>	Andy Blaszkowicz (Housing & Operations Director) & Simon Baxter (Chief Officer Development); CLT; Cllr David Godfrey (Housing, & 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, Homes England etc. <b>and a changed economic climate results in affordability concerns for the council.</b>	Experienced resource within projects team. Work ongoing with Homes England, DLUHC, One Estate etc to secure further funding. Engaging specialist advice where required. <b>Review of strategic projects undertaken to consider whether to continue or to pause until there is a more favourable economic climate and business cases for investment are strong.</b>	3	3	9	Treat	Establishment of PMO <del>function</del> <b>approach</b> to roll out consistent <del>framework</del> <b>principles</b> for managing projects corporately. Finance, Housing & Strategic Projects teams working collaboratively to introduce new housing scheme appraisal system.	Completed initial addressing of capacity, maintain progress	2	2	4

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All Priorities	C5	Organisational non compliance with <b>constitution requirements</b> , emerging <b>and new</b> 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) could create reputational damage and delay projects, landlord statutory obligations and Regulator of Social Housing, etc. Changing legislative and regulatory environment, presents increased risk to authority in meeting the emerging requirements with sufficient resources and skills to fulfil statutory duties and demands. Reputational risk to authority if risk occurs.	Legal support embedded in key project teams. External specialist advice sought where required. <b>Monitoring of potential changes to planning and environmental legislation. Refreshed training and development programmes offered to staff.</b>	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 compliancy 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. <b>Additional resource focused on compliance.</b>	Ongoing	2	2	4
SA1: Positive community leadership	C6	Cost of living pressures put unsustainable demands on council services	Susan Priest (Chief Exec); Cllr David Monk (Leader)	With the ongoing volatile context 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. Consideration given to the use of available UKSPF funds to support cost of living pressures for residents.	4	3	12	Treat	Ongoing role of Community Hubs to continue based on value demonstrated through the pandemic. UKSPF proposed to target support for cost of living. <b>Following on from the Cost of Living Summit, an information leaflet has been produced and work is being done to record and co-ordinate warm spaces.</b>	Ongoing	2	2	4
All Priorities	C7	Failure to deliver Strategic Project - Princes Parade	Andy Blaszkowicz (Housing & Operations Director) & Simon Baxter (Chief Officer Development); CLT; Cllr David Godfrey (Housing, & Special Projects)	Failure to secure pre-commencement conditions and necessary license & contract agreements to achieve planned start on site. Potential JR process relating to residential site affecting cashflow position of scheme. <b>Updated MTFS and wider economic landscape requires revaluation of the scheme.</b>	<del>Resource deployed to evaluate options for the scheme giving consideration to affordability, deliverability, planning, economic, community considerations. Project spend suspended. progress the necessary agreements. Additional analysis to support the pre-commencement application by specialists commissioned. Hadron consultants engaged to secure MMO license who are familiar overall project milestones and key dates.</del>	4	4	16	Treat	<del>Regular updates provided to senior team of project progress and risk profile from Strategic Projects team and Hadron consultants. Appropriately qualified senior level resource on behalf of LPA considering applications as submitted. External Advice sought by LPA as necessary. Portfolio Holder briefings and member decision required on options appraisal.</del>	Ongoing	2	2	4
SA2: A thriving environment	C8	Failure to achieve Carbon Neutral ambitions by 2030	Charlotte Spendley (S151 Officer) Cllr Lesley Whybrow (Environment)	Council resolution to committ 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 trialed in Cabinet Papers from July 21 onwards. Social Decarbonisation Funding secured. A Carbon Innovation Lab has been established and has held three meetings so far. Enhanced communications to maintain high profile on the issue.	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. Consultancy services procured to assist in updating Carbon Action Plan. A bid will be submitted for the second round of the Social Decarbonisation Fund. Work required on HRA aspects as ambition cannot be funded from existng HRA resources.	Ongoing	3	2	6

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SA4: Deliver a safe, accountable housing service	C9	Housing deliverability	Andy Blaszkowicz (Housing & Operations Director); Cllr Godfrey (Housing) & Gill Butler (Chief Officer, Housing)/Simon Baxter, Chief Officer-Development	Delivery against high expectations – new build and investment /retrofit social housing (NZC), asset management, HRA Business Plan viability	Pipeline of sites has been identified (new build). Working with local developers to build out sites with delivery to the HRA. Work going on to identify and explore carbon zero options for retrofitting existing social housing stock. / MMC and OSM delivery possibilities. Some skilled Officers in place. Stock condition survey completed and new NEC IT system being implemented. Successful SHDF Wave 1 bid £2M/£800K (HRA commitment). Competing demands from the NZC agenda will place future development of HRA new builds/ regen.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 Wave 2 SHDF bid submission- autumn 2022.	Ongoing	2	2	4
SA4: Quality homes and infrastructure	C9	Housing deliverability Tenant safety - capital programme/ Asset Management Health & Safety, Compliance / retrofit /Net Zero Carbon agenda	Andy Blaszkowicz (Housing & Operations Director); Cllr David Godfrey (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 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 24/25. Also risk that we will have too many properties left to retrofit 2025-30 - dependent on Wave 2 decision.	Successful Social Housing Decarbonisation Fund Wave 1 bid £2M/£900K (HRA commitment). Some skilled Temp. officers in place to manage SHDF 22/23. Housing Asset Management Strategy commitment to have all homes to Energy Performance Certificate C by 2030. But competing demands from the Net Zero Carbon agenda & meeting Health & Safety /Compliance legislation - against the HRA will place future retrofit programme at risk - if no Wave 2 funding secured for 23-25 this will leave 700 + properties.	3	4	12	Treat	Housing Asset Management Framework in place. Retrofitting /Net Zero Carbon agenda - developing a Housing Carbon Reduction Plan / contract procurement /stock management process in place - planned works module on IT system. Resources - recruiting to vacant posts. HRA Business Plan - to determine priority of spend level of Wave 2 Social Housing Decarbonisation Fund bid submission to November Cabinet.	22/23 -Ongoing	2	3	6
SA2: A thriving environment	C10	Waste Collection & Street Cleansing 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. 6. Volume of unacceptable littering behaviour	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. 6. Targeted communications about taking home / disposing of waste responsibly.	3	3	9	Treat	Continue the relevant actions as set out in 'Actions In Place'. Targeted communications.	Ongoing	2	2	4

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SA1: Positive community leadership	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 via the telephone or Customer Access Point (CAP).	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 with 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 effective running 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	4	2	2
All Priorities	C11	Cyber Threat	Charlotte Spendley (Director of Corporate Services); Cllr Ray Field (Transformation, Digital, IT & Customer)	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	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 recently 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	Maintain the current position of not permitting private devices on the corporate network when new equipment is rolled out. A project aimed at reducing the amount of data held on the network is being developed. This will reduce the risk of virus infection spreading, raise the awareness of staff of the importance of good data management, reduce the effort required should restoration be necessary. Continue to monitor security systems and solutions and upgrade and renew as a matter of priority over other ICT works. Continue to educate users and carry our targeted email campaigns to ensure staff awareness remains high. Renew the council "Cyber Essentials" accreditation, and review if this needs to be enhanced. Continue to migrate systems to the cloud in line with the 2018 -2023 ICT Strategy where better security can be provided by vendors on a larger scale and also reduce the risk of cross contamination between key systems compared to when hosted in the local data centre. Review position on insurance against cyber-attack remediation.	Ongoing	3	2	6
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. Inflation likely to drive higher wage demands that may exceed what has been allowed for in the MTFS. Consequence would be savings required to maintain service levels, and/or projects being delayed or deferred. Inflationary pressures may challenge scheme feasibility. Cost of living crisis may impact upon council recovery rates.	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. Inflation assumptions in MTFS to be updated.	Ongoing	3	3	9

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All Priorities	C12	Economic Climate	Charlotte Spendley (Director of Corporate Services)	Due to world-wide economic factors, CPI inflation rates have increased at rapid rates and currently (November 22) CPI sits at 11.1% . 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 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 also rising 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 Council's will be compensated for inflationary pressures, for example, will the Business Rates multiplier be increased by CPI rates or will the Council be compensated through the Provisional Local Government settlement. Pay and price negotiations are on-going with suppliers and in respect of pay awards.	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 Provisional Local Government settlement to help Councils balance their budgets.	Ongoing	3	3	9
SA1: Positive community leadership	C13	May 2023 Elections	Susan Priest (Chief Exec & Returning Officer)	Delays to secondary legislation and Electoral Commission Guidance obstructing planning for & delivery of election. May 2023 Elections will be first requiring voter ID and problems may arise with both the software and the ID supplied by electors. Likely to add to requirements for polling stations, additional pressures on staff and need for support from police.	This is being kept under review by the elections lead specialist and liaison ongoing with other authorities and DLUHC.	3	4	12	Treat	Continue to work with electoral and district council networks/LGA to pressure DLUHC to urgently bring forward legislation. Apply similar pressure to Association of Electoral Administrators and Electoral Commission to issue guidance with ample time to implement changes.	May-23	2	3	6

Appendix 2

Matrix - Corporate Risk Register - current Score

<b>Likelihood</b>	<b>Very Likely (4)</b>			C8 - Carbon Neutral Ambitions C6 - Cost of Living Pressures C12 - Economic Climate	C3 - MT Financial Strategy Uncertainty C7 - Princes Parade
	<b>Likely (3)</b>			C1 - Organisational Capacity C2 - Otterpool Park C4 - Strategic Projects C10 - Waste & Street Cleansing	C9 - Housing Deliverability C11 - Cyber Threat C13 - May 2023 Elections
	<b>Unlikely (2)</b>				C5 - Legislative and Regulatory Non Compliance
	<b>Rare (1)</b>				
		<b>Minor (1)</b>	<b>Moderate (2)</b>	<b>Significant (3)</b>	<b>Severe (4)</b>
	<b>Impact</b>				