Risk Management Policy & Strategy

March 2023

Section 1 - Risk Management Policy

1.   Policy Statement

The Risk Management Policy of Folkestone & Hythe District Council (FHDC) is to adopt best practice in the identification, evaluation, and cost-effective control of risks.

Risk is a factor of every-day life and can never be eliminated completely. FHDC is exposed to risk through threats to service provision, failure to deliver its strategic objectives and from the potential of lost opportunities.

All employees must understand the nature of risk and accept responsibility for risks associated with their area of authority. The necessary support, assistance and commitment of senior management will be provided.

Ultimately, effective risk management will help ensure the Council maximises its opportunities and minimises the risks it faces, improving our ability to achieve our strategic objectives and have an effective and sound system of governance in place. This framework will be particularly helpful in moving towards a more commercial approach.

2.   Objectives

2.1   The council's risk management objectives are to:
- Develop a balanced approach to managing the wide range of business risks facing the Council which may prevent the Council from achieving its strategic objectives.
- Manage risk in accordance with legislation and best practice.
- Embed risk and opportunity management into the culture of the organisation.
- Establish a common understanding of the Council's expectations on risk management with partners, providers and contractors.
- Anticipate and respond quickly to change.
- Minimise the total cost of risk.

2.2   These objectives will be achieved by:
- Establishing a risk management organisational structure to act in an advisory and guiding capacity and which is accessible to all employees.
- Adopt processes, which demonstrate the application of risk management principles across the whole council.
- Providing risk management training as necessary.
- Devise and maintain contingency plans in key risk areas to secure business continuity where there is a potential for an event having a major impact upon the council's ability to function.
- Have a proactive approach to managing and anticipating events before they happen through maintaining effective communication and the active involvement of councillors and officers.
- Monitor arrangements continuously, learning from our mistakes and near misses.

3. Review period

In line with our policy to follow best practice, the Risk Management Policy & Strategy will be reviewed annually, to capture developments in relevant risk management approaches.

Section 2 – Risk Management Strategy

1. Introduction

1.1 Risk management will help identify and deal with key corporate risks facing the organisation in the pursuit of its objectives; it is an essential part of good management, not simply a compliance exercise.

2. What is risk management?

2.1 "It is the process whereby organisations methodically address the risks attaching to their activities with the goal of achieving sustained benefit within each activity and across the portfolio of all activities." *(A Risk Management Strategy* by the Institute of Risk Management)

2.2 Risk Management is a fundamental part of good management practice for Directors, Assistant Directors, Heads of Service and other managers when planning and setting objectives, assessing adequacy of controls (both financial and service delivery) and monitoring performance. Risk management is a key way in which the Council manages its business. It is essential that risk management is embedded into corporate processes including (but not limited to):

Policy Making and Review	Strategic and Financial Planning
Service Design and Delivery	Performance Management
Change Management and Transformation	Project Management
Business Continuity Planning	Information Management

2.3 Risk management signifies the culture, processes, and structures inherent within the Council that are directed towards the effective management of potential opportunities and threats.

2.4 As well as safeguarding against potential threats and acting as an early warning system, risk management is a useful tool for exploiting opportunities.

3. The benefits of good risk management

3.1 Good risk management supports the achievement of the Council's objectives and has a crucial role to play in ensuring that Folkestone & Hythe District Council is well run. Risk management is about managing the threats that may hinder delivery of our priorities and core services and maximising the opportunities that will help deliver them. It is important that risk management is aligned to the service plans, MTFS, Corporate Plan, policy making, performance management and strategic planning of the organisation.

3.2 The key benefits of a systematic approach to risk management are:
- Protects and enhances the reputation of Folkestone & Hythe District Council

- It provides a framework for future activity to take place in a consistent manner
- Contributes to a more efficient use of capital and resources
- Assists in the protection and enhancement of assets
- Optimises operational efficiency and focus

4. Types of risk – corporate, operational, project and partnership

4.1 Risk is defined as anything that may have an impact on the Council's ability to achieve its objectives. The risks can be internal, external, strategic (or corporate) or those arising from major projects. Risk can be categorised for recording purposes under the following headings:

- **Corporate (Strategic)**
- **Operational (Departmental)**
- **Partnership**
- **Project**

4.2 **Corporate risks**

These are risks that need to be considered when looking at the medium to long term objectives of the Council. Corporate risks would typically be identified and addressed within the Council's Corporate Plan or Medium-Term Financial Strategy (MTFS). A range of external factors or influences need to be considered in the identification of risks and the following sub-categories (this is not an exhaustive list but intended to provide guidance) should be used to assist:

- Political – those associated with a failure to deliver either local or central government policy and how those policies impact on, or influence, the Council and its community.
- Economic – those affecting the ability of the Council to meet its financial commitments such as inflation rates and interest rates, also unemployment rates can directly impact on the community and pose risks to the achievement of the Council's economic priorities.
- Social – those relating to the effects of cultural and demographic changes (language, religion, educational attainment, income level, occupation, family structure) which impact on the Council's ability to achieve its objectives.
- Technological – includes the consequences of internal technological failures on the Council's ability to deliver its objectives and to innovations in technology that can affect the Council and its community, such as increasing expectations of technological solutions to match other sectors.
- Legislative – those associated with current or potential changes in national or European law (as remains appropriate to UK) as well as policies that the Council has itself set.

- Climate Change, Sustainability and Environmental – those relating to environmental impacts of climate change, greenhouse gas emissions, water consumption, flooding, weather related risks, ground conditions and broader sustainability matters.
- Competitive – those affecting the competitiveness of the service (where appropriate) and/or its ability to deliver value for money.
- Customer – those associated with the failure to meet the current and changing needs and expectations of customers, keeping track of customer expectations, and viewing the service through the eyes of the customer.
- Reputation – those relating to public confidence and failure to recruit high calibre staff.

4.3 Operational risks

These are generally identified and managed by Assistant Directors, Chief Officers and Service Managers as part of their operational business remit. The key risk areas that they need to manage are:

- Service delivery/performance
- Political/reputation
- Health & Safety
- Technology/Data Protection
- Financial

It is important to think about how the operational risks that managers and staff will encounter in the daily course of their work can be identified and how any changes could undermine the business of the Council. Using the following sub-categories should act as a guide:

- Professional – those associated with the nature of each profession.
- Financial – those associated with financial planning and control and the adequacy of insurance cover.
- Legal – those related to possible breaches of legislation, breach of contract, negligence, etc.
- Physical – those related to fire, security, accident, prevention and health and safety.
- Contractual – those associated with the failure of contractors to deliver services or products to agreed cost and specification.
- Technological – those relating to reliance on operational equipment and electronic data and information.
- Environmental – those relating to pollution, noise, or the energy efficiency of ongoing service operations.
- Human Resources – those relating to staff issues.

4.4 Partnership risks

Folkestone & Hythe District Council works with a range of partners to deliver services. It is important that those partners are brought into the risk management framework to ensure that risks to the Council are not overlooked.

Risks are identified and addressed in formal partnership agreements and contracts as appropriate. The primary risks are:

- Financial – failure to understand the potential financial liabilities associated with partnership arrangements.
- Reputation – loss of public confidence.
- Contractual – contract requirements not delivered.
- Legal – failure to understand the potential legal liabilities associated with partnership arrangements.
- Service failure – the associated risk of increased costs.

4.5 **Project risks**

Folkestone & Hythe District Council has several major strategic projects that require risk mapping. These projects will have inherent risks and opportunities. Where the project poses a significant risk or is of strategic importance to the delivery of the Corporate Plan an overall risk should be identified within the corporate risk register. The project itself should have a project risk register that is managed by the Project Lead/ Project Sponsor. The project risk register will typically be compiled by holding workshops with the key stakeholders. The initial risk register will be signed off by the appropriate Project Board and then reported to them on an exceptional basis via the normal project highlight reports.

5. Risk management cycle

5.1 There are several steps in the cycle of identifying and managing risks within the Council. These should be as follows:

- **Identify** – a need to identify the potential risks that may arise if informed decisions are to be made about policies or service delivery methods.
- **Assess** – available data should be used to provide information to help assess the probability of any risk arising or the potential impact on activities undertaken.
- **Prioritise** – action determined on the tolerance and aversion to risk, balanced against the availability of limited resources.
- **Mitigate** – should the risk be terminated, tolerated, treated or transferred.
- **Control** – once the appropriate action is determined for each risk, the process of controlling that risk can commence. This will either involve minimising/eliminating the risk and/or alleviating its potential impact.
- **Review** – risk management needs to be seen as a continuous process. It is essential that the incidence of risk be reviewed to see whether it has changed over time.

5.2 The risk review cycle is captured in the diagram below, which emphasises the need for risk to be embedded as an ongoing process throughout the organisation (diagram 1):
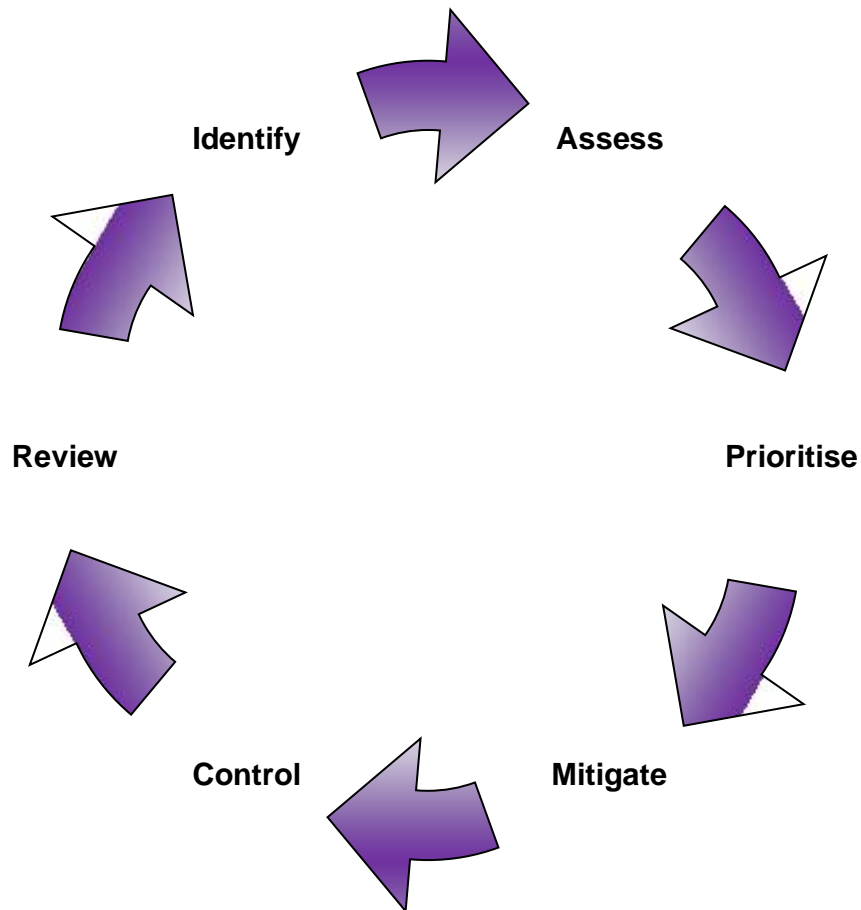
6. Risk identifying, assessing and prioritising

6.1 Risk assessment is about asking:
- What can go wrong?
- What are the opportunities that may be missed?
- What is the likelihood of it going wrong?
- What is the impact should it go wrong?
- What can be done to mitigate the risk?

6.2 This approach can be applied to decisions made every working day, at all levels of the Council. However, to ensure appropriate risk management is embedded throughout the organisation formal risk identification is also necessary to capture the key risks faced and identify appropriate mitigation.

6.3 A risk is broken down into likelihood and impact and each is scored out of four. Likelihood represents the statistical chance of an event taking place. Such events are summarised into four broad headings: rare, unlikely, likely and very likely. Impact represents the expected disruption to the Council and summarised into four broad headings: minor, moderate, significant and severe. These two figures are multiplied together to give the risk score. This is shown in the Risk Scoring Matrix below. The risk scores then provide an overall ranking for each risk.

6.4   Risk Management Matrix

Likelihood		Impact			
	Very Likely (4)	**Moderate (4)**	**High (8)**	**Extreme (12)**	**Extreme (16)**
	Likely (3)	**Low (3)**	**Moderate (6)**	**High (9)**	**Extreme (12)**
	Unlikely (2)	**Very low (2)**	**Low (4)**	**Moderate (6)**	**High (8)**
	Rare (1)	**Very low (1)**	**Very low (2)**	**Low (3)**	**Moderate (4)**
		Minor (1)	**Moderate (2)**	**Significant (3)**	**Severe (4)**

6.5   The definitions of likelihood and impact are outlined below, these are intended as guidance:

Likelihood

Rating	Score	Likelihood Descriptors (any, not all)
Very Likely	4	• More than 85% chance of occurrence • Regular occurrence • Circumstances frequently encountered
Likely	3	• More than 6550% chance of occurrence • Likely to occur within next 12 months • Circumstances have been encountered
Unlikely	2	• 31%-6550% chance of occurrence • Likely to happen within next 2 years • Circumstances occasionally encountered
Rare	1	• Less than 30% chance of occurrence • Circumstances rarely encountered or never encountered before

Impact

Rating	Score	Impact
Severe	4	• Loss of service for a significant period • Fatality to an employee, service user or other • Failure to meet major corporate objective • Breach of law • Financial loss in excess of £500k
Significant	3	• Financial loss in excess of £250k • Intervention in running a single service area • Significant or disabling injury • Failure to achieve a high-profile major service objective • Breach of contractual arrangement
Moderate	2	• Service interruption • Injury to employee, service user or other • Financial loss between £50k-£250k • Adverse media coverage/ high levels of service user complaints • Failure to achieve a service objective
Minor	1	• Minor service disruption/ short term inconvenience • Financial loss less than £50k • Isolated service user complaints • Failure to achieve a team objective

6.6 The resultant scores from the matrix should be assigned actions as per the following table:

1 – 2 is Very Low Risk	Acceptable risk No further action or additional controls required Only log on risk register if there is a need to document and monitor or there is a likelihood the risk profile will change.
3 and a 4 from a 2x2 are Low Risk	A risk at this level may be acceptable Maintain existing controls if any, no further action or additional controls required
4 – 6 is Moderate Risk	Not normally acceptable Efforts should be made to reduce the risk, provided this is not disproportionate Determine the need for improved control measures
8 – 9 is High Risk	Not acceptable Appropriate action must be taken to manage the risk A number of new control measures may be required
12 – 16 is Extreme Risk	Not acceptable Immediate, urgent action must be taken to manage the risk A number of new control measures will be required

6.7 Once risks have been scored consideration should be given to who is the most appropriate person to own the risk and at what level of the organisation the risk should be managed. The general guidance is that a moderate-high risk rating triggers discussions with management and potential escalation of

the risk. It should be noted that risk escalation is not about changing the ownership of the risk; it is about escalating the profile of the risk and raising awareness of the risk at appropriate levels in the organisation. Raising the profile of the risk could be about decision making, resources required to mitigate the risk or that the impact cuts across different perspectives of the organisation, e.g. programme, operational, strategic, and the risk should therefore be assessed from those perspectives if it has not been already. Decisions can then be made on the appropriate mitigating action (see Section 7 below).

7. Mitigating actions to control the risk

7.1 Once a risk has been identified, analysed and profiled, there are four ways, the 4 T's, to control the risk:

- **Treat** – action should be taken to reduce the likelihood of the risk occurring, or the severity (impact) of the consequences if it does. Identify and put in place mitigating actions that reduce the risk to an acceptable level.
- **Transfer** – the risk is transferred, partially or fully, to a third party (e.g. contractual agreement/insurance) to share the risk exposure. This may have a cost attached and whilst the financial risk may be transferred, a reputational risk may remain with the Council. Insurance is not available for everything. Sometimes, while it is possible to transfer the activity to a third party, you can still retain the liability if things go wrong.
- **Tolerate** – some risks can be tolerated without any further action being taken, if both the likelihood and impact of the risk are low. For some risks, no further action may be possible, or the cost may be disproportionate to the potential benefit gained (consideration should be given to a contingency plan for handling the impact if the risk crystallises). It is still important to log and monitor the risk because retaining a risk should always be an informed decision and not retained by default.
- **Terminate** – sometimes a risk is so far outside the risk appetite, or it is assessed as having such a severe impact that you have to stop the activity or function that gave rise to the risk (where possible).

7.2 Risk Appetite

7.2.1 This can be defined as the amount of risk the Council is willing to take in pursuit of its objectives. A well-defined risk appetite means members and officers are clear about which risks are acceptable and which risks should be avoided. Risk appetite should be at the heart of how we do business and sets the tone for the risk culture across the Council.

7.2.2 The Council's approach is to be innovative where it can be and to seek continuous improvement in the identification and delivery of services. It prides itself on having in place robust risk management at all levels across the organisation to encourage a risk cautious/risk aware approach and less of a risk averse approach. Innovation and opportunities are taken within the Directorates whilst managing and addressing the barriers to success of their objectives. It is recognised

that the attitude towards risk will differ across the Directorates, from risk aware to risk averse as the Council seeks to operate within a framework of compliance, delivering value for money and strong corporate governance. The Council's risk appetite has to be determined by individual circumstances but for example, for risk on matters of compliance with the law the appetite for risk will be very low.

7.3   If the option is to treat or control the risk, then a decision needs to be made on the best control(s) to put in place. Controls need to be proportionate to the risk and need to give reasonable assurance that the loss will be confined to within an acceptable level for the authority.

8. Risk Monitoring and Review

8.1   Risks are to be monitored according to the level of risk noted on the risk matrix above; this will also dictate the level of management attention required. Service departments are responsible for ensuring all staff know how to identify a risk for monitoring by management.

8.2   Regular monitoring and review must be carried out by the risk owner, however risk should be discussed regularly at team meetings and one to one meetings if appropriate.

8.3   Risks should be reviewed at appropriate intervals and the risk review process should not be overly onerous. As a general rule, risks with a higher risk rating should be reviewed more frequently while risks with a lower risk rating require less attention; however, the risk assessment should be used to decide the most appropriate review period. If the risk profile is low but is expected to be volatile, then it could warrant more frequent review. Conversely, a high rated risk may not be expected to change over a 6-month period so reviewing monthly would be an unnecessary burden. A risk response of tolerate would also indicate that a longer review period could be appropriate.

8.4   Questions to ask during monitoring and review:
  - Is the risk still relevant?
  - Is there any movement in the score?
  - Are the controls still in place and operating effectively?
  - Has anything occurred which might change its impact and/or likelihood?
  - Have potential opportunities been considered and maximised?
  - Have any significant control failures or weaknesses occurred since the last monitoring exercise? If so, does this indicate whether the risk is increasing or decreasing?
  - If the risk is increasing do I need to devise more controls or think of other ways of mitigating the risk?
  - If the risk is decreasing can I relax some of the controls?
  - Are controls/actions built into appropriate documented action plans?
  - Are there any new emerging risks?
  - Have any of the existing risks ceased to be an issue and can therefore be closed? If so, complete a final review to identify the reasons for closing

and close the risk and ensure that any relevant lessons learned are documented and or shared as appropriate.

9. The Corporate Risk Register

9.1   The Council's Corporate Risk Register is the core element of the arrangements laid out in this strategy as it represents an articulation and assessment of key risks facing the organisation. As such only the key risks identified in the Council's Corporate Plan and MTFS would typically be included in the Corporate Risk Register. In addition where appropriate emerging or changing operational or partnership risks identified by Chief Officers / Assistant Directors that have a significant bearing on the organisation will be discussed with CLT (Corporate Leadership Team) to determine whether these risks need to be included on the Corporate Risk Register.

9.2   On reviewing the Corporate Risk Register, officers will have reference to both Cabinet reports and decisions taken, as well as reviewing motions and decisions taken by Full Council to ensure all corporate risks are given due consideration and captured in the register if relevant.

10. Operational (Departmental/Service) Risk Registers

10.1   The Operational Risk Registers should be subject to a routine monthly review and rigorous quarterly assessment at the relevant Departmental Management Team meetings.

10.2   A risk identified as 'red' on the risk matrix will need escalating to CLT and may be included in the corporate risk register to raise the profile and ensure it is being sufficiently managed and controlled.

10.3   There may be frequent changes to the Operational Risks and particularly to the sensitivity of some of them during the monthly and quarterly reviews. The Risk Management process should fully recognise this and have procedures in place for highlighting these to the Audit & Governance Committee much sooner if necessary, including, although not restricted to, reporting through audit and other inspection reporting.

11. Responsibility and ownership of risk management

All Members, managers, employees and partners must proactively engage with risk management and the potential impact of risks on achieving objectives. Managers at all levels are responsible for the collation and management of risks within their area, using risk registers It is everyone's job to identify risks and report them to their manager/director. Clear identification of roles and responsibilities is paramount to ensuring the successful adoption of risk management and its embedding into the culture of the Council. This strategy supports the roles and responsibilities as outlined in the Financial Procedure Rules, Section C. In addition, this section sets out how these responsibilities are to be applied.

11.1 Cabinet and its Elected Members

Cabinet and its Elected Members are to oversee the effective management of risk throughout the Council. They set the direction and have ultimate accountability for the risk and related control environment. As such Cabinet will endorse the Council's Risk Management Policy and Strategy and review the Corporate Risk Register annually, following these documents being reviewed by the Corporate Leadership Team and the Audit and Governance Committee. It is also expected that relevant risks are discussed at monthly Portfolio Holder Meetings with Directors / Assistant Directors.

11.2 Corporate Leadership Team

The Council's Corporate Leadership Team (CLT) are to ensure that the Council manages risk effectively through the development and embedding of the Risk Management Strategy plus monitoring its implementation and development. CLT will review the Council's Risk Management Policy and Strategy and Corporate Risk Register annually, ahead of these documents going to Cabinet and the Audit and Governance Committee.

CLT will undertake a formal quarterly review of the Corporate Risk Register and will also actively consider emerging or changing risks on a regular basis.

11.3 Assistant Directors/Chief Officers

The Corporate Services Director will have overall accountability for overseeing the Council's risk management framework and ensuring that the ownership and governance arrangements outlined within this strategy are adhered to.

Assistant Directors and Chief Officers are to manage risk effectively in their service areas. It is also their role to consider risks to services being delivered in partnerships and to work with partnerships to develop partnership risk registers. As such it is expected that Heads of Service work with their Managers and Team Leaders to develop and maintain Operational (Departmental) Risk Registers for their business unit, as well as lead or commission project/partnership risk registers where appropriate. Chief Officers / Assistant Directors will also be responsible for determining when operational risks reach such a level that they should be escalated to CLT for consideration of their inclusion in the Council's Corporate Risk Register.

Chief Officers & Assistant Directors are responsible for ensuring their risk registers remain current and relevant and are encouraged to have emerging risks as a standing item on their Team Leader meeting agendas.

Chief Officers & Assistant Directors meet quarterly as the Risk Management Group (RMG). This group will discuss emerging corporate risks and updates to risks already recorded on the Corporate Risk Register. The proposed amendments and additions will then be sent to CLT for review.
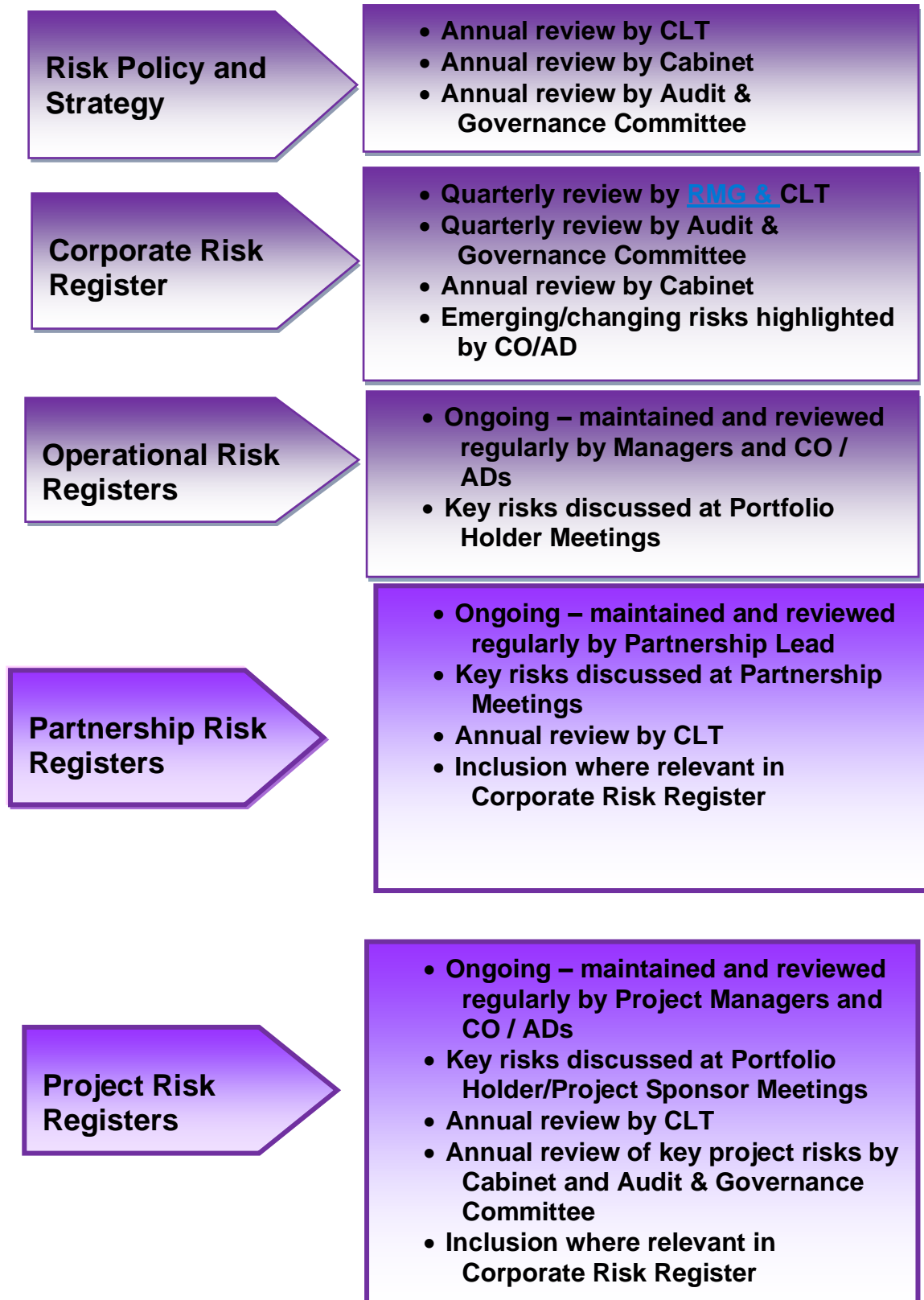
11.4 All Council Staff

All Council staff are expected to manage risk effectively in their day-to-day tasks and to work with their line manager to assess areas of risk within their role. Also, Council staff should be familiar with the Council's Risk Management Strategy and comply with Health and Safety procedures. If any staff member feels they require training on either Risk or Health and Safety, they are to raise this in their monthly one-to-one with their Team Leader. Staff should also take responsibility to escalate risks to their manager so appropriate controls can be agreed.

11.5 Audit and Governance Committee

Audit and Governance Committee are to review the effectiveness of the Council's risk management arrangements, and to seek assurance that action is being taken to mitigate those risks identified. As such an update on the Corporate Risk Register will be presented at each Quarterly Audit and Governance Committee. In addition, the Audit and Governance Committee will review the Council's Risk Management Policy and Strategy and Corporate Risk Register annually, ahead of these documents going to Cabinet.

12. Governance and Reporting

In line with the responsibility and ownership details outlined above the following diagram (diagram 3) details the governance and reporting timetable arrangements for both the Risk Management Policy and Strategy and the Corporate Risk Register.

Risk Policy and Strategy
- Annual review by CLT
- Annual review by Cabinet
- Annual review by Audit & Governance Committee

Corporate Risk Register
- Quarterly review by RMG & CLT
- Quarterly review by Audit & Governance Committee
- Annual review by Cabinet
- Emerging/changing risks highlighted by CO/AD

Operational Risk Registers
- Ongoing – maintained and reviewed regularly by Managers and CO / ADs
- Key risks discussed at Portfolio Holder Meetings

Partnership Risk Registers
- Ongoing – maintained and reviewed regularly by Partnership Lead
- Key risks discussed at Partnership Meetings
- Annual review by CLT
- Inclusion where relevant in Corporate Risk Register

Project Risk Registers
- Ongoing – maintained and reviewed regularly by Project Managers and CO / ADs
- Key risks discussed at Portfolio Holder/Project Sponsor Meetings
- Annual review by CLT
- Annual review of key project risks by Cabinet and Audit & Governance Committee
- Inclusion where relevant in Corporate Risk Register

13   Culture, Awareness and Training

13.1   To ensure risk management is effectively implemented, all FHDC Members and officers should have a level of understanding of the Council's risk management approach and regard risk management as part of their responsibilities.

13.2   Managing risk should be firmly embedded in everyone's thinking, behaviours and actions.

13.3   Having developed a robust approach and established clear roles and responsibilities and reporting lines, it is important to provide Members and officers with the knowledge and skills necessary to enable them to manage risk effectively.

13.4   A range of training methods are being developed to meet the needs of the organisation and include:
- Formal risk management training
- E-learning
- Risk workshops

14   Links to other policies and procedures

14.1   Business Continuity Management (BCM) - having in place appropriate and fully tested business continuity plans helps officers to manage threats or incidents that may occur, that have the potential to disrupt the delivery of services or the conduct of Council business. The aim of BCM is to ensure the Council is resilient to interruptions in the delivery of its business-critical services and to return to 'business as usual' as quickly and efficiently as possible. Business Continuity Management is a cyclical process and is designed to manage and control risks which can be described as 'low likelihood, high impact' events. It involves four stages: understanding the organisation; determining the Business Continuity Strategy; developing and implementing the BCM plans; and exercising, maintaining and reviewing BCM.

14.2   Health & Safety - the Council recognises that effective management of health and safety supports the delivery of our services for the residents of Folkestone & Hythe. As part of the overall risk management culture and process, good health and safety management will help reduce injury and loss, help promote a healthy workforce, help protect all who are affected by the Council's activities and ensure we comply with our legal duties. Forming part of the Council's Health and Safety Management System, our Health and Safety Policy explains what is necessary to manage health and safety effectively and in line with legislation. It identifies roles and responsibilities and provides specific guidance on health and safety risk assessment techniques, implementing and reviewing controls as well as special guidance on issues relating to special risk groups. The risk management principles of the Councils Health and Safety policy are in accordance with the principles established within this policy. It is recognised, however, that as a discipline in its own right, health and safety practice, risk management tools and techniques can be

specialist in nature. Therefore, please refer to the Health and Safety Policy for additional information and guidance.

14.3 A Programme Management Office has been established with a lead professional having oversight to ensure outcomes are delivered within a robust governance arrangement whilst being on time and within budget. Working in a matrix approach across the wider organisation to ensure the ambitions can be realised. They have responsibility for the development of a programme management framework approach to high-profile projects, including training and support to individual project leads and ensuring best practice. The key source of knowledge bringing the key corporate projects together to ensure that the critical inter-dependencies are recognised. A new Project Management Toolkit is being prepared and a key part of this will be supporting the risk management policy with project risk registers and specific guidance on risk assessment for projects.

15. Supporting Documents

Corporate Risk Register
Operational Risk Registers
Project Risk Registers
Partnership Risk Registers
Financial Procedure Rules

Folkestone & Hythe District Council- Risk Register layout

Current layout in place 2022/23

Risk ID	Risk Name	Risk Owner	Risk Description & Triggers	Actions in place	Current Score			Mitigation scheme (Tolerate, Treat, Transfer, Terminate)	Proposed Actions	Timeframe	Target Score		
					Likelihood	Impact	Total				Likelihood	Impact	Total

Proposed amended layout with additional columns for 2023/24

Risk ID	Risk Name	Risk Owner	Risk Description & Triggers	Actions in place	Key Controls or Sources of Assurance	Current Score			Direction Of Travel	Tolerate Treat Transfer Terminate	Proposed Actions	Timing	Target Score		
						Likelihood	Impact	Total					Likelihood	Impact	Total