

**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 Capacity	Susan Priest (Chief Exec); Cllr David Monk (Leader)	Pressures on key roles due to scale of Council ambition and availability of skills in market for sector. Adaption of workforce to permanent agile working patterns, creation of new Customer Access Point and future new Civic arrangements at Otterpool Park. 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.	3	3	9	Treat	Ongoing work of Staff Working Group. Finalisation of Succession Planning. Proposals to Cabinet in September to address strategic projects capacity. Work with key contractors to gain further assurance on Business Continuity Plans.	Dec-21	2	2	4
C2	Failure or delays in delivering 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 agreed in early 2021. Budget commitment made within MTCP. Commencement of Owners Committee Meetings. Internal Corporate Oversight Group established. Core Strategy anticipated to be found sound (after main modifications). Paper considered by Cabinet on appropriate separation of duties for Members and Officers in June 21.	3	4	12	Treat	Assurance Framework to be concluded and agreed by Statutory Officers. Strategic Land Agreement (including Land Strategy) & Funding Agreements to be concluded and agreed in line with delegations. Planning Permission to be considered.	Oct-21 to Summer -22	2	3	6
C3	Medium Term Financial 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 being agreed in December. S151 Officer part of Kent Finance Officers Group. Balanced budget for 2021/22. Regular updates provided to Members on the current year position.	3	4	12	Treat	Officers will continue to attend briefings on LG Funding and brief members. Update to the MTFS scheduled for Summer 21 to be reported in the Autumn, followed by the Budget Strategy update. Plans to be drafted for budget savings targets for Budget Managers for 22/23 cycle of budget setting following MTFS. Update to HRA Business Plan required following the conclusion of Stock Condition Survey.	Ongoing	2	3	6
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 further funding. Engaging specialist advice where required.	3	3	9	Treat	Paper to consider resources required being proposed to Cabinet in September.	Sep-21	2	2	4

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C5	Risk of 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.	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. Core Strategy anticipated to pass with main modifications. Internal Audits commissioned to review areas of concern. Training funding available for staff to support ongoing learning and development.	Ongoing	2	2	4
C6	Landlord Service Failure	Andy Blaszkowicz (Housing & Operations Director); Cllr Godfrey (Housing) Director & John Holman (Assistant Director Housing)	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.	<i>Vision for new service agreed. New housing team recruited; Regular Performance reporting in place with regular updates to CLT and Members. Performance data published on website. Internal audits being engaged to verify performance; discussions held with regulator to update on progress made. New computer system being implemented. Northgate project team in place.</i>	2	3	6	Monitor	Team to keep up to date with all regulatory reforms. Training of all staff but with particular focus on compliance personnel. Implementation on new IT modules.	Ongoing	1	2	2
C7	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
C8	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 underway. 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 2022.	2	3	6	Monitor	Place Plan and associated action plan agreed and adopted. 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
C9	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 to commence roles in Summer 21. Staff & Member training commenced. Impact statements being trialled in Cabinet Papers from July 21 onwards.	4	3	12	Treat	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	Ongoing	3	2	6

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C10	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.	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. Paper to consider resources required being proposed to Cabinet in September.	Ongoing	2	2	4
C11	Waste Management Distruption	Ewan Green (Director of Place); Cllr Stuart Peall (Waste)	Failure of contract, reputational damage, financial costs, impact on clean & attractive environment for residents, visitors and businesses leading to reputational demange and poor sevice levels leading to poor resident satisfaction.	Consider and monitor improvement action plan, consider contract sanctions and penalties. Escalate to Veolia Group.	4	4	16	Treat	Weekly meetings with Veolia Senior Leadership Team to assess position. Joint Waste Contract Management Board (with DDC) to review progress and enact contract position as required.	Aug-21	2	2	4
C12	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	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.	Dec-21	1	2	2
C13	Cyber Risk	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	Limit use of private devices on the corporate network. A project aimed at reducing the amount of data held on the network is going to be undertaken. 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. 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