

Fylde Council - Strategic Risk Register 2021-22

Risk	Risk Description	Inherent Risk Score	Existing Control Measure	Existing Control Measure Description	Residual Risk Score	Action Plan Title	Action Plan Description	Action Date	Target Risk Level	
Commercial Strategy	Failure to embrace Commercial Strategy	16	Member approval of Commercial Strategy	Member approval and support of the Commercial Strategy	12	Commerical Strategy	Commercial Strategy will be revised as defined in the Council's Coronavirus Recovery Plan	30/09/2021	4	
						Review and Monitor Commercial Outcomes	Establish SMART measures and reporting mechanism	31/03/2022		
						Commercial schemes	Identify schemes which are commercially viable and opportunities to maximise income streams (existing and new)	31/03/2022		
Enforcement	Increased pressure on enforcement resource in relation to licensing / PSPOs / beggars / Travellers / planning issues	9	New Enforcement Team	The Council's arrangement with District Enforcement came to a close on December 25th 2020. Members took a view that the approach of zero-tolerance through the issuing of fixed penalty notices should be replaced with an in-house service focused on education first, with enforcement to be used as a latter tool. Members have subsequently agreed this approach and a team of six has been created and fully staffed. Of the team of six, three of the posts are permanent with the remaining three on temporary contracts. The success of the team will be reviewed as part of the 2021/22 budget process with a view to consider if the three temporary posts will be fully funded going forward. Policies and procedures to develop the work of the team have been developed.	6	Education & Enforcement	To establish a new enforcement team, review its effectiveness and report results to the Operational Management Committee at its meeting in November.	30/11/2021	4	
			Inspections / Liaison	Regular inspections of Hardhorn Travellers Site and liaison with residents						
Fylde Council / Lancashire County Council	Potential for a unitary council / LCC dissolve during 20/21. Levelling Up White paper expected Autumn 21 with options for local government reorganisation	9	Consultations	Participation in consultation process at the appropriate time.	6				6	
			Engagement	Engagement with Lancashire Leaders discussions and dialogue with potential partners.						
ICT Systems	Failure to support Council priorities through ineffective ICT systems	16	ICT Strategy	ICT Strategy in place	9	Review of the current systems	The Strategic Group which is led by the two Directors together with the Section 151 Officer meets on a regular basis. During 2020/21 the procurement of a new planning system was completed and this is now at the implementation stage and this will run into 2021/22. An estates management system has also been procured. The Group will continue to meet throughout the year.	31/03/2022	6	
			Digital Transformation	Digital Transformation agenda in place		Network resilience / capacity	To undertake a review to ensure that the Council's reliance and capacity arrangements meet future needs.	31/03/2022		
Infrastructure	Lack of infrastructure in local areas to meet residents needs	9	Local Plan	Local Plan approved	4	No Actions needed - Risk at acceptable level			4	
			Planning Conditions and S106 Agreements	Planning Conditions and S106 Agreements						
LCC Funding Cuts	Funding cuts impacting upon FBC residents	12	Relationships / Consultations	Respond to consultations regarding future changes which impact upon residents	12	No Actions needed - Risk at acceptable level			12	
			Horizon scanning	Keep abreast of developments and the impact it may potentially have on local residents						
			Service delivery	Ensure that FBC has a responsive / flexible services to meet the changing needs						
Management of key assets	Failure to manage council owned key assets	12	Asset Management Strategy	Asset Management Strategy	6	No Actions needed - Risk at acceptable level			6	
			Experienced Estates Officer	Estates officer in post						
			Commercial Strategy	Commercial Strategy						
Procurement	Failure to achieve value for money / non compliance with Contract Procedure Rules / lack of corporate co-ordination / missed opportunities	9	Details of capital expenditure in committee reports	Details of capital expenditure in committee reports	6	Procurement Strategy	Review of Procurement Strategy to be completed during the course of the year. This will build upon work already completed by the newly appointed Procurement Officer – work completed to date is a revision of the contract procure rules together with a revision to the contracting and tendering guide.	31/03/2022	4	
			External Audit opinion	External Audit favourable value for money opinion		Establish a cross service procurement group	Procurement Group to review FBC's procurement processes to include Strategy / Guidance Use of the Chest Compliance with Standing Orders / Regulations Value for Money Contracts Register	31/03/2022		
			Procurement Officer	Procurement officer in post						
Recruitment / Succession Planning	Failure to have a skilled workforce to deliver council priorities	16	Job Evaluation process	Job Evaluation process	12	Recruitment Policy	Development of Recruitment Policy to standardise the process incorporating a review of job descriptions and personnel specifications	31/03/2022	6	
			Apprenticeships	Use of apprentices throughout the authority		Apprentice Strategy	Development of an Apprentice Strategy	31/03/2022		
			Appraisal process	Annual appraisal process		Review and rebrand the Competency Framework (incorporating corporate values)	Review and rebrand the Competency Framework (incorporating corporate values)	31/03/2022		
			Competency Framework	Core competency framework						
COVID 19	Failure to react to the changing service demand due to the recovery of COVID 19 (incorporating our role to support employees / the community / businesses / financial impacts)	12	Government guidance	Adherence to both national and LRF guidance	9	Guidance	Guidance to be kept under continuous review and appropriate actions taken* subsequently announced that all restrictions will be lifted with effect from 19 July 2021	06-30-21		
			Community Hub	Setting up of Community Hubs to support the vulnerable in society		Community Hub	Community Hub to remain operational to support those self-isolating as a result of track and trace requirements. To keep this under periodic review.	12-31-21		
			Business Support	Delivery of both the Business Support and Discretionary Grant to support the local economy and advisory visits and information provided to businesses upon re-opening		Business Support	Continue to provide reassurance support in community and business settings in light on any further guidance from Govt	12-31-21		
			Employees	Staff advised to socially distance as far as practical and to work from home where possible. Risk Assessments undertaken on buildings and Health & Safety measures implemented		Employees	Keep under review any guidance / feedback etc to ensure that employees feel confident to return to the workplace. Consultation with all employees currently underway to determine the working arrangements for the next three months of home working, office based or a combination to suit the needs of the service and the individual. Precautions still to be exercised in council facilities with hand sanitisation facilities, screens and advisory notices.	12-31-21		
			Communications	Use of all forms of media coverage to enforce key messages to officers , members and the wider public and business community		Communications	Keep guidance / regulations from govt / professional bodies / partner agencies under constant review to ensure key messages are relayed as appropriate.	12-31-21		
Kirkham Futures Regeneration Programme	Failure to deliver the multi-stranded programme within the agreed timeframes	16	Member approval and support for the scheme in principal	Member approval and support for the scheme	12	Staffing resource	Undertake recruitment to provide additional support and resources	Dec-21	8	
			Programme Board in place	Meets monthly						
			Planning Committee oversee delivery of the programme	Regular reporting to committee						
			Quarterly returns to Historic England for HAZ	Meets monthly		Project delivery plans	Refine and agree project delivery plans for each individual scheme within the programme	Nov-21		
			Regular meetings with Historic England for HAZ	Meets monthly						
			HAZ Risk Log	Historic England require that a risk log is maintained as part of the terms of the HAZ Grant Award		Budgetry control	Establish a robust budget protocol to monitor anticipated spend against actual spend	Oct-21		
			MHCLG monitoring	A spending profile has been agreed with NHCLG with quarterly returns provided to allow them to monitor FHSF expenditure against projected budgets						
			Staffing structure approved	Agreed at Planning Committee						
Procurement	All procurement is in line with council procedures									