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	8	Member approval of Commercial Strategy	Member approval and support of the Commercial Strategy	4	Commerical Strategy	The Commercial Strategy WG is in the process of reviewing the strategy. There has been one meeting already and another is planned in January 2022. With a revised strategy to be presented to the F&D committee at its March meeting.	28/03/2022	4
						Review and Monitor Commercial Outcomes	The Commercial Strategy itself will not contain SMART targets. It will set the strategy to inform other strings of work within the council for example the setting of fees and charges.	28/03/2022	
						Commercial schemes	The strategy itself will not identify schemes but will set the strategy for other workstreams to follow	28/03/2022	
Enforcement	Increased pressure on enforcement resource in relation to licensing / PSPOs / beggars / Travellers / planning issues	8	New Enforcement Team	Revenue growth bid to be presented to the January Operational Management Committee to enable the Enforcement Team to be be fully operational in 2022/23 thereby allowing a full evaluation of the effectiveness of the team to take place in September 2022 to determine whether it will continue in full or in part.	8	Education & Enforcement	To establish a new enforcement team, review its effectiveness and report results to the Operational Management Committee at its meeting in September.	13/09/2022	8
			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	10	Consultations	Ongoing discussions around a County Deal	6		Statement of Intention on participation in County Deal to be considered by Council in the new year	Feb-22	6
			Engagement	Engagement with Lancashire Leaders discussions and dialogue with potential partners.					

ICT Systems	Failure to support Council priorities through ineffective ICT systems	**25**	ICT Strategy and system reviews	ICT Strategy in place. Planning system - redirection of resources, seeking support from external software suppliers, direction to the planning team and management review.	**20**	Review of the current systems	The Strategic IT Group meets on a regular basis, with the involvement of senior managers, to assist in providing focus in the implementation of new IT ststems, including the planning system which was procured in 2020. The go-live date for the planning system was originally April 2021, but has forestalled due to competing pressures facing the planning team. However as the planning system currently being used is now unsupported the delay in the implementation of the new system poses a key risk for the authority as the planning system is vital to the fabric of the community in providing the framework to respond to planning issues. A number of mitigating actions have been put in place including redirection of resources, seeking support from external software suppliers and more recently a management direction to the planning team to dedicate senior planning resources on the project in order that implementation is achieved. The management review has also provided additional capacity to the Head of Planning to priortise the delivery of this system implementation. 31/03/2022	**4**
			Strategic ICT Risk Management Group				
			Digital Transformation	Digital Transformation agenda in place		Network resilience / capacity	To undertake a review to ensure that the Council's relience 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			
			Relationships / Consultations	Respond to consultations regarding future changes which impact upon residents			

Risk	Description	Score	Control	Control Detail	Score	Action	Action Detail	Date	Score
LCC Funding Cuts	Funding cuts impacting upon FBC residents	**12**	Horizon scanning	Keep abreast of developments and the impact it may potentially have on local residents	**12**	No Actions needed - Risk at acceptable level			**12**
			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	**6**	Details of capital expenditure in committee reports	Details of capital expenditure in committee reports	**4**	Procurement Strategy	Review of Procurement Strategyhas now been undertaken and approved by Management Team	30/11/2021	**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					
			Job Evaluation process	Job Evaluation process		Recruitment Policy	Development of Recruitment Policy to standardise the process incorporating a review of job descriptions and personnel specifications	31/03/2022	

Recruitment / Succession Planning	Failure to have a skilled workforce to deliver council priorities	**16**	Apprenticeships	Use of apprentices throughout the authority	**12**	Apprentice Strategy	Development of an Apprentice Strategy	31/03/2022	**6**
			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	Adherance to both national and LRF guidance	**9**	Guidance	Guidance to be kept under continuous review and appropriate actions taken	31/03/2022	**6**
			Community Hub	Setting up of Community Hubs to support the vulnerable in society		Community Hub	The Community Hub has been subsumed within to the work of the Customer Services Team. However support remains to be provided to those self-isolating as a result of track and trace requirements. There will be a	31/03/2022	
			Business Support	Delivery of both the Business Support and Discretionary Grant to support the local economy and advisory visits and information provided to businesses as appropriate		Business Support	Continue to provide reassurance support in community and business settings in light on any further guidance from Govt	31/03/2022	
			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.	31/03/2022	

		(yellow)	Communications	Use of all forms of media coverage to enforce key messages to officers , members and the wider public and business community	(yellow)	Communications	Keep guidance / regulations from govt / professional bodies / partner agencies under constant review to ensure key messges are relayed as appropriate.	31/03/2022	(green)
Kirkham Futures Regeneration Programme	Failure to deliver the multi-stranded programme within the agreed timeframes	**16** (red)	Member approval and support for the scheme in principal	Member approval and support for the scheme	**12** (yellow)	Staffing resource	Undertake recruitment to provide additional support and resources	Dec-21	**8** (yellow)
			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	
			DLUHC monitoring	A spending profile has been agreed with DLUHC 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					

Climate change	That the authority fails to assess the relative significance of climate change risks	16	Horizon scanning undertaken by elected members and as a result climate change risk areas identified within the corporate plan	Agreement to implement a number of carbon reduction policies including plastics reduction, tree planting, energy efficiency and recycling. It has also been agreed to design and implement education programmes to deliver carbon reduction actions and work with partners where appropriate to deliver actions	9	Further development of carbon reduction policies	Further programme of work to be brought forward early in 2022 to implement carbon reduction policies in regards to plastics reduction and energy efficiency/fleet	Apr-22	4
			Working Group established to build up a picture of climate change risks and to mitigate against the risk of these through the creation of a number of carbon reduction policies	Work undertaken to date includes development of recycling strategy, approval of draft tree planting strategy, and design of awareness programmes including social media campaign to encourage residents to consider their energy usage, and promotion of a carbon calculator tool to staff and councillors to ask them to consider their carbon footprint and how they can reduce it.		Further development of awareness programmes by the Working Group	Once the implementation of all the identified carbon reduction policies has been undertaken to keep the impacts of the policies developed under review and to horizon scan for further climate change risks arising in terms of the Council's operations.	Ongoing	