

Hastings Borough Council  
CORPORATE RISK REGISTER  
September 2011

Appendix A

**STRATEGIC RISK REGISTER**

Target	Potential Risk	Likelihood	Impact	Overall Score	Potential Impact	Responsibility for controls	Steps to mitigate risk, time frame for implementation and latest position
1	Reductions in Government Funding.	High	High	High2	Council unable to deliver Corporate Plan objectives. And maintain services.	Political Leadership / Chief Officers	PIER Review, budget process, medium term financial plan, adequate level of resources.
2	Changes in Central Government policy and decision making and changes in European Legislation which impact on the Council.	High	High	High2	Changes over which the Council has no control could happen. Changes in responsibilities and role of District/Borough Councils. Loss of income. New demands.  Very little Council can do to influence European legislation.  Impact on contracts and tendering.	Political Leadership / Chief Officers	Identify and compliance with changes. Reprioritisation and reallocation of resources.
3	Partnership regeneration programme remain uncompleted or stalled due to a lack of funding and focus.	High	High	High2	Loss of private sector investment. Regeneration programme stalls.	Political Leadership / Chief Officers/ Partner Organisations	Support the development of new local partnership approaches to economic growth and inclusion. Participate in the development of new projects aimed at coastal regeneration by the Local Enterprise Partnership (LEP). Market the town as attractive for inward investment.
4	Increased economic/social deprivation.	High	High	High2	Increased pressure on homelessness. Increase in number of Benefits Claimants.	Political Leadership / Chief Officers	Agree and deliver an effective anti poverty strategy. Continue to bid for funding for economic growth and new

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					Negative impact on crime and disorder. Negative impact on community cohesion. Potential loss of income streams for the council		opportunities for services to people in poverty. Work with partners to monitor community tensions and address them through the Joint Action Group (JAG) partnership.
5	Insufficient capacity Organisational change whilst maintaining service delivery.	Medium	High	High1	Financial and reputational. Failure to deliver corporate objectives. Service standards slip. Efficiencies not met.	Political Leadership / Chief Officers / HoS	Review strategic priorities. Effective prioritisation. Acceptance of limitations on capacity.
6	Loss of key staff / skills / knowledge.	Medium	High	High1	Loss of resilience. Loss of capacity to deliver services.	Political Leadership / Chief Officers / POD Government Policy Changes	Succession planning. Business Continuity Planning resilience. Recruitment/Retention Policy. Training Support mechanisms. Staff retention strategy developed by POD. Politically led re-organised organisational structure.
7	Risk of a successful legal challenge with additional emphasis around the Planning Process which has emerged as more open to challenge.	Medium	High	High1	Financial penalty. Reputational damage.	Chief officers / HoS / Political Leadership	Access to and provision of timely legal advice at all stages and levels. Legal overview of council activity maintained. Specialist Legal Planning Advice appropriately triggered for a response.

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8	Deterioration of the Council's assets	Medium	Medium	Medium2	Financial Loss. Reputational Loss. 3 <sup>rd</sup> Party Public Liability Failure to attract new tenants	Chief Officers / HoS	Adequate level of reserves. Appropriate maintenance schedules and programmes. Ensuring tenancy obligations are met.
9	Contractual Partnerships: Breakdown in contractor performance. Contract fails to incentivise.	Medium	Medium	Medium2	Failure to achieve corporate objectives. Financial and reputational loss. Failure to deliver corporate objectives. Additional drain on officer's time on dispute resolution.	Chief Officers / HoS	Regular review and monitoring of Contracts and Service Level Agreements combined with firm contract management. Rigorous assessment and evaluation at the tender evaluation stage. Appropriate Governance arrangements. Development and implementation of Audit Plan.
	Non-Contractual Partnerships: Ineffective partnership working. Council fails to gain benefits from partnership working.	Medium	Medium	Medium2	Failure to achieve corporate objectives. Financial and reputational loss. Failure to deliver corporate objectives.	Chief Officers / HoS	Regular review and monitoring Service Level Agreements. Appropriate Governance arrangements. Development and implementation of Audit Plan.
10	Deterioration of the Town's assets	Low	High	Medium3	Town assets include history, culture etc. If a town asset fails then it is a reputational risk for HBC but not strictly within the Council's remit. Additional demands on financial reserves. Adverse impact on tourism.	Political Leadership / Chief Officers / External Partners / Private Sector	Planning and Conservation. Enforcement. Attract inward investment through regeneration programme. Promoting private sector investment.

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11	Failure to secure a future for the Pier.	Medium	Medium	Medium2	Reputational risk, Financial liability, Risk of high legal costs Adverse impact on tourism and regeneration.	The Hastings and White Rock Pier Trust Chief Officers / Political Leadership	Compulsory Purchase Order Asset transfer to support the acquisition of the Pier by the Trust. Financial, legal and political resources made available to support Trust. Continued liaison with Heritage Lottery and other partners in support of the Hastings and White Rock Pier Trust and the provision of advice to them.
12	National Strike Action.	Medium	Medium	Medium2	Reputational damage. Loss of service (including potential critical services). Internal business interruption.	Chief Officers / HoS	Business Continuity Plans. Personnel policies.
13	Ineffective Project Control	Medium	High	High1	Projects overrun in time/budget. Reputational.	Operational Board / Project Sponsors	Use Kirklees project management methodology. Effective project monitoring by Operational Board. Regular Risk Reviews by Audit team with next formal audit report of projects to October Corporate Management Group.
14	IT Systems/data loss. (IT Systems exposed to some vulnerability. Data loss is better protected through regular frequent back-ups).	Medium	High	High1	Loss of power supply. Hardware failure. Viral attack.	Chief Officers / HoS	Regular maintenance and inspection of building services. Business Continuity and disaster Recovery plans in place and tested. Back up data systems in place to protect data.

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15	Serious Breaches of Health and Safety legislation	Low	High	Medium3	Serious Injury/death. Reputational damage. Prosecution. Civil litigation. Financial penalties.	Chief Exec / All Staff	Maintenance and implementation of effective health and safety management systems including regular inspections and reviews. Implementation of effective health and safety training and awareness programme.
16	Severe Business Disruption	Medium	High	High1	Service failure. Reputational damage.	Chief Officers / HoS	Robust Business Continuity Plans (BCP's) in place. Regular testing of Business Continuity Plans.
17	Implications from the loss of agreements where HBC provides a service on behalf of one or more partner organisations.	High	Medium	High3	Loss of income and contribution to overheads. Loss of local control and influence. Disconnection of service delivery. Risk to sustainability of other integrated services.	Members / Chief Officers / HoS	Continue to review the organisational structure for central support services. Continue negotiations to maintain control / influence. Lobby/participate in consultation opportunities. Plan for transfer of staff and Transfer of Undertakings (TUPE) considerations. Review service delivery arrangements.
18	Disruption to some services whilst the Contact Centre is being implemented particularly if there is slippage due to structural changes at the Town Hall.	High	Medium	High3	Disruption to services whilst interim arrangements are being made for transfer across leading to lower performance against target and might not be recoverable from.	Contact Centre Project Board / Chief Officers	Negotiate the transfer of staff between service departments and the contact centre. Clear and flexible arrangements for the recruitment, transfer and training of staff to the Contact Centre. High calibre trained staff.

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							Close timely monitoring of performance during transition period.