

STRATEGIC RISK REGISTER

Target	Potential Risk	Likelihood	Impact	Overall Score	Potential Impact	Responsibility for Controls	Risk Avoidance	Risk Mitigation
1	<p>Reductions in Government Funding.</p> <p>Impact of economic climate and government spending reduction.</p>	<p>High</p> <p>High</p>	<p>High</p> <p>High</p>	<p>High2</p> <p>High2</p>	<p>Council unable to deliver Corporate Plan objectives. And maintain services.</p> <p>Loss of income. Increased service demand. Corporate regeneration priorities not delivered. Land disposal programme capital receipts reduced.</p>	<p>Political Leadership / Chief Officers</p> <p>Political Leadership / Chief Officers</p>	<p>PIER Review, budget process, medium term financial plan.</p> <p>Reprioritisation of service provision. Review the Corporate regeneration priorities. Adjust the capital spending programme.</p> <p>Income generation programme established; Commercial property and Housing company started – Energy generation options being examined.</p> <p>Waiting for the Fair Funding Review decision for impacts on Business Rate retention and funding.</p>	<p>Adequate level of reserves providing short term mitigation</p>
2	<p>Changes in Central Government policy and decision making and changes in European Legislation which impact on the Council (In the short term, what EU Legislation is the UK Government going to</p>	<p>High</p>	<p>High</p>	<p>High2</p>	<p>Changes over which the Council has no control could happen. Changes in responsibilities and role of District/Borough Councils. Loss of income. New demands.</p> <p>Very little Council can do to influence future of European legislation.</p>	<p>Political Leadership / Chief Officers</p>	<p>Identify and compliance with changes. Reprioritisation and reallocation of resources.</p>	

Target	Potential Risk	Likelihood	Impact	Overall Score	Potential Impact	Responsibility for Controls	Risk Avoidance	Risk Mitigation
	retain and what will it reject).				Impact on contracts and tendering.			
3	Partnership regeneration programme needs to be re-appraised as affected by focus of regeneration resources to North England away from the South East.	High	High	High2	Loss of private sector investment. Regeneration programme stalls.	Political Leadership / Chief Officers Partner Organisations	Active participation in LEP and its several funding streams. Seek alternative funding to maintain programme. Active involvement in Task Force and ESEID. Reappraise regeneration programme in light of funding opportunities and models – we will still have an ambitious programme.	Actively seek inward investment.
4	Increased demand for council services (e.g. Housing, Homelessness and associated risks around rough sleeping and Community Safety) because of economic/social deprivation as a consequence of the economic situation, constraints on Public Spending and changes in welfare benefit systems.	High	High	High2	Increased pressure on HBC services including benefits and homelessness; increased poverty and deprivation; negative impact on community cohesion. Adverse impact on Council Tax collection rate. Less Housing Benefit paid More pressure on DHP fund Migration from London Boroughs. Potential impact on homelessness presentations and acceptances, including temporary accommodation usage.	Political Leadership / Chief Officers	Maintain and widen partnership working, e.g. the successful approach to tackling social issues around street community. Widen partnership working. Seek all external economic development financial opportunities. Community Safety Partnership. Summit of Key Stakeholders and Partners. Reduction Scheme aims to lessen impact on the most vulnerable in our town.	Adequate level of reserves to cope with excessive unplanned changes Reduce or end other services to be able to address this priority.

Target	Potential Risk	Likelihood	Impact	Overall Score	Potential Impact	Responsibility for Controls	Risk Avoidance	Risk Mitigation
							<p>Our CPF programme directed at advice and support for vulnerable people.</p> <p>Performance targets for homelessness reviewed and agreed. Additional financial support for prevention measures supported through Discretionary HB payments etc. and new Government funding. Review and monitoring of staff capacity to be carried out mid-year.</p>	
5	Insufficient capacity for organisational change whilst maintaining service delivery. No resilience in the organisation.	High	High	High2	<p>Opportunities to implement more efficient ways of working constrained by limited capacity – and affected by unplanned losses of team members through sickness etc. Council is already significantly less resilient. Financial and reputational. Failure to deliver corporate objectives. Service standards slip. Efficiencies not met. Pressure on individual staff continues to increase.</p>	Political Leadership / Chief Officers	<p>Review strategic priorities. Effective prioritisation. Acceptance of limitations on capacity. Political prioritisation. Link to the budget for staff capacity.</p>	Organisational Blueprint to determine ways of working and budget process to prioritise resource allocation.
6	Loss of key staff / skills / knowledge.	Medium	High	High1	<p>Loss of resilience. Loss of capacity to deliver services to a desired or statutory</p>	Chief Officers / People, Customer & Business Support	<p>Succession planning. Business Continuity Planning resilience.</p>	One-Team working – opportunities to divert skilled resources to

Target	Potential Risk	Likelihood	Impact	Overall Score	Potential Impact	Responsibility for Controls	Risk Avoidance	Risk Mitigation
					standard.		Recruitment/Retention Policy. Training Support mechanisms. Staff retention strategy developed by People, Customer & Bus Support. Prioritisation.	higher priority areas for a limited time.
7	Risk of a successful legal challenge.	Low	Medium	Medium2	Financial penalty. Reputational damage.	Chief Officers / Political Leadership	Access to and provision of timely legal advice at all stages and levels. Legal overview of council activity maintained. Specialist Legal support available if required. Planning Advice appropriately triggered for a response. Maintain high quality Development Control Service.	
8	Deterioration of the Council's assets and other infrastructures e.g. playgrounds open spaces and sea front.	High	High	High2	Financial Loss. Reputational Loss. 3 rd Party Public Liability Failure to attract new tenants	Chief Officers	Appropriate maintenance schedules and programmes. Ensuring tenancy obligations are met. Adequate security. Review and rationalisation strategy undertaken to inform future budget decisions.	Adequate level of reserves mitigating Insurance.
9	Contractual Partnerships: Breakdown in	Medium	High	High1	Failure to achieve corporate objectives. Financial and reputational loss.	Chief Officers	Regular review and monitoring of Contracts and Service Level	Business Continuity Planning – change contractor

Target	Potential Risk	Likelihood	Impact	Overall Score	Potential Impact	Responsibility for Controls	Risk Avoidance	Risk Mitigation
	<p>contractor performance, for example, existing and new Waste contract, Building Control, Leisure contract, White Rock Theatre contract and Ground Maintenance etc.</p> <p>Non-Contractual Partnerships: Ineffective partnership working. Council fails to gain benefits from partnership working.</p>	Low	Medium	Medium1	<p>Additional drain on officer's time on dispute resolution.</p> <p>Failure to achieve corporate objectives. Financial and reputational loss.</p>	Chief Officers	<p>Agreements combined with firm contract management. Appropriate Governance arrangements. Development and implementation of Audit Plan.</p> <p>Regular review and monitoring Service Level Agreements. Appropriate Governance arrangements. Development and implementation of Audit Plan.</p>	BCP – new arrangements
10	Deterioration of the Town's image and culture.	Medium	High	Medium3	<p>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.</p> <p>Additional demands on financial reserves.</p> <p>Adverse impact on tourism.</p> <p>Adverse impact on the local economy.</p>	Political Leadership / Chief Officers / External Partners / Private Sector	<p>Planning and Conservation. Enforcement. Attract inward investment through regeneration programme and external funding opportunities to enhance our USP's.</p> <p>Effective Marketing resources directed to attract new and maintain existing markets.</p> <p>Work with Police and community safety partners to promote a safe, secure image.</p>	

Target	Potential Risk	Likelihood	Impact	Overall Score	Potential Impact	Responsibility for Controls	Risk Avoidance	Risk Mitigation
11	Ineffective Project Control.	Low	High	Medium3	Projects overrun in time/budget. Reputational.	Chief Officers / Project Sponsors	Use Corporate project management methodology and toolkit. . Specialist resources available to support delivery and skills development. Programme and Project Boards to monitor delivery of key projects. Effective project monitoring by CMG. Regular Risk Reviews by Audit team. Ensure appropriate project management expertise.	Adequate reserves and contingency built into business cases
12	IT Systems loss (IT Systems exposed to some vulnerability).	Medium	High	High1	Loss of power supply. Hardware failure.	Chief Officers	Regular maintenance and inspection of building services. Business Continuity and disaster recovery plans in place and tested.	Insurance
	Data loss (protected through regular frequent back-ups).	Low	High	Medium3	Viral attack could leave the council's key systems, communications and customer engagement tools redundant.	Chief Officers	Back up data systems in place to protect data.	
	Failure to comply with the General Data Protection Regulation (GDPR)	Low	High	Medium3	Reputation for safeguarding data. Large financial fines imposed.	Chief Officers	GDPR policies and procedures in place supported by regular training	

Target	Potential Risk	Likelihood	Impact	Overall Score	Potential Impact	Responsibility for Controls	Risk Avoidance	Risk Mitigation
13	Serious Breaches of Health and Safety legislation.	Low	High	Medium3	Serious Injury/death. Reputational damage. Prosecution. Civil litigation. Financial penalties.	Chief Officers / 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.	Insurance and reserves
14	Severe Business Disruption.	Medium	High	High1	Service failure. Reputational damage.	Chief Officers	Detailed review of Business Continuity Plans (BCP's) undertaken with external support. Regular testing of BCP's. Security arrangements have been enhanced and are regularly checked/updated.	One Team to be diverted to priority areas. Insurance and reserves.
15	Extreme weather <ul style="list-style-type: none"> • Drought • Rainfall • Snow and high winds 	High	Medium	High3	Impact on local economy and on council's business operations Flood damage to property and land Disruption to services Loss of life / serious injury	Chief Officers	Strengthened water conservation measures in place and further measures under investigation Surface water management action plan in place Severe weather management action plan in place	One Team resources to respond Insurance Reserves Participation in county wide resilience structures and training.

Target	Potential Risk	Likelihood	Impact	Overall Score	Potential Impact	Responsibility for Controls	Risk Avoidance	Risk Mitigation
	<ul style="list-style-type: none"> Landslip and other natural hazards on coastal cliffs Flood risk management and coastal protection 				Damage to property Loss of access / amenity Financial impact Reputation undermined		Bi-annual programme of inspection and remedial action. Maintain existing controls in place (catch fences, signage, barriers) Reporting system in place with other relevant stakeholders. Tested flood risk management plan. Environment Agency funded coastal protection works.	
17	'Brexit' implications.	High	High	High2	Note: At this time, the implications aren't fully known. Loss of most/all European Grant Funding Decline in European visitors or workers Lost benefits of those European grant funded projects terminated Medium to long term economic uncertainty Loss of key industries whose trade is with Europe	Chief Officers	Risks of non-deal immediate issues assessed building on Audit Committee paper 15 th November. Issues being addressed e.g. with supply chains/data management Partnership working with other local authorities on a regional and national basis Limited funding for dealing with impacts allocated to Council's over two years. Government short term guarantee for approved grants Planning for snap	Reserves and potential Government funding depending on requirements

Target	Potential Risk	Likelihood	Impact	Overall Score	Potential Impact	Responsibility for Controls	Risk Avoidance	Risk Mitigation
							<p>elections completed</p> <p>Provide appropriate assistance and that is permissible depending on scale of emergency issues that may arise.</p> <p>Resolution of impacts of leaving with a deal to follow once clarity is in place</p>	
19	Emergency Planning for a Major Emergency in the borough	Low	High	Medium3	<p>Statutory duty to have appropriate arrangements in place.</p> <p>Reputational risk if not seen to be managed professionally</p> <p>Financial risk as resources will need to be used</p>	Chief Officers	<p>HBC is an active participant in emergency planning arrangements for Sussex, through membership of the Sussex Resilience Forum, and the East Sussex Resilience and Emergencies Partnership.</p> <p>Use of SRF generic and tailored emergency plans, and access to training through the SRF and ESREP.</p> <p>We operate a 365 days a year emergency on call system, so that operational staff, and tactical and strategic managers can be mobilised to liaise with the emergency services if incidents occur in the borough.</p>	

Target	Potential Risk	Likelihood	Impact	Overall Score	Potential Impact	Responsibility for Controls	Risk Avoidance	Risk Mitigation
							Arrangements in place to mobilise emergency assistance centres such as for evacuated residents, and we have recently significantly increased the number of staff volunteers for rest centres, and trained them.	
20	Significant Contracts for renewal: Leisure & White Rock Theatre	Low	High	Medium3	Financial risk Reputational risk if poor performing contractor is selected	Chief Officers	East Sussex Procurement Hub Senior management overview of the stages of this procurement project (July 2018: Procurement of new Leisure Contract completed in March. Freedom Leisure managing facilities under new contract and implementing improvements to customer experience and building maintenance regime. Five year extension to current contracts agreed between HBC and HQ Theatres & Hospitality for operational management of the White Rock Theatre).	
21	The waste contract will end in June 2019 through a mutual termination	Medium	High	High1	Poor service to residents such as missed waste collections. Negative impact on street scene and thereby on the economy of	Chief Officers	Mutual termination agreement retained service standards and rectification and default	

Target	Potential Risk	Likelihood	Impact	Overall Score	Potential Impact	Responsibility for Controls	Risk Avoidance	Risk Mitigation
	<p>agreement agreed in March 2017. Risks arising include:-</p> <p>Poor performance/lack of investment from contractor during remainder of the contract.</p> <p>High turnover of key contractor staff as the contract termination approaches.</p> <p>Need to ensure new arrangements in place by June 2019.</p>				<p>the town. For example through decreased tourism, and investment by business.</p> <p>Increased costs due to need to monitor contractor more closely.</p> <p>Reputational damage to HBC.</p> <p>No waste and cleansing services in place when current contract ends.</p>		<p>arrangements.</p> <p>There is also provision for regular senior level performance review meetings, as well as the routine Joint Waste Committees attended by Lead members from across the partnership.</p> <p>HBC Senior management has established high level meetings with contractor to monitor progress.</p> <p>The HBC client team has been strengthened with 1 new post and the continuation of an existing temporary post.</p> <p>Increased use of rectification and default clauses.</p> <p>HBC has committed to a new joint waste procurement project with Rother and Wealden. Our new waste collection contract will be procured through this partnership.</p> <p>Cabinet has agreed that our preferred model for delivering street cleansing is through a direct services organisation. Additional specialist support will be employed to assist the development and potential mobilisation of the new DSO in time for June 2019.</p>	

Target	Potential Risk	Likelihood	Impact	Overall Score	Potential Impact	Responsibility for Controls	Risk Avoidance	Risk Mitigation
22	Future of new DSO to perform adequately	Low	High	Medium3	Poor cleanliness, impact on tourism. Big impact on HBC credibility.	Portfolio Holder Director Asst. Director	The DSO being well staffed and equipped. It will be constantly reviewed by officers and members to ensure any teething issues are rapidly ironed out.	Members and public understanding the need for a teething period as the service beds in. High Profile media campaign on new service and its staff.

~~~~~end~~~~~