

## 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>Income generation programme established; Commercial property and Housing company started – Energy generation options being examined.</p> <p>Continue to lobby government with evidence on impact of budget reductions on meeting local need, via LGA and other bodies</p>	<p>Adequate level of reserves providing short term mitigation</p> <p>PIER Review, budget process, medium term financial strategy.</p> <p>Reprioritisation of service provision ensuring 'must do' activities are delivered at statutory levels. Review the Corporate regeneration priorities. Adjust the capital spending programme.</p>
2	Changes in Central Government policy and for the meantime changes in European Legislation which impact on the Council	High	High	High2	<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>Impact on contracts and tendering.</p>	Political Leadership / Chief Officers	Play an active role in lobbying Government to ensure the best awareness of District Councils views about key policy agendas via professional bodies and LGA.	Track decisions and consider implications at an early stage to ensure HBC can respond. Project manage implementation of changes, potentially reallocating resources and reprioritising activity if required.
3	Partnership regeneration	High	High	High2	Loss of private sector investment. Regeneration	Political Leadership / Chief Officers	Active participation in LEP and its several funding	Actively seek inward investment.

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	programme needs to be re-appraised as affected by focus of regeneration resources to North England away from the South East.				programme stalls.	Partner Organisations	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.  Raise profile at government.  Utilising 'stronger towns' opportunity to leverage further 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. Seek appropriate external economic development financial opportunities where the business case justifies and capacity allows  Community Safety Partnership.  Council Tax Our CPF programme directed at advice and support for vulnerable	Adequate level of reserves to cope with excessive unplanned changes  Reduce or end other non-statutory services to be able to address this priority.

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							<p>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> <p>New housing and homelessness strategies being developed.</p> <p>Acquisition programmes for Temporary Accommodation.</p> <p>Further development of social letting agency.</p> <p>Development of new housing on council land Local Plan review. Rough sleepers funding programme</p>	
5	Insufficient organisational capacity for delivery of agreed programme and organisational	High	High	High2	Reductions in HBC capacity necessitated as a result of reduced government funding and a £1.5m budget deficit for 20/21. Increased pressure on staff as a	Political Leadership / Chief Officers	Budget process to review strategic and operational priorities. Acceptance and communication of limitations on capacity.	Organisational Blueprint, informed by independent review of management layers (by LGA) to determine ways of working and

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	change whilst maintaining service delivery. No resilience in the organisation.				result of uncertainty. Higher levels of staff sickness impacting on individuals and on teams ability to deliver. 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.		Political prioritisation.	budget process to prioritise resource allocation. Prioritisation process implemented for assessing new initiatives and opportunities. Re-prioritise existing plans to meet available resources Mechanisms in place to address impacts on staff of increasing pressure – to include appropriate workload assessments and mental health support when required.
6	Loss of key staff / skills / knowledge.	High	High	High2	Loss of resilience. Loss of capacity to deliver services to a desired or statutory standard.	Chief Officers / People, Customer & Business Support	Capture of knowledge and working practices through mechanisms including Business Process Mapping. Succession planning and talent management at all levels through the 1-1 conversation performance management toolkit... Business Continuity Planning resilience. Recruitment/Retention Policy. Training support mechanisms.	One-Team working – opportunities to divert skilled resources to higher priority areas for a limited time.
7	Risk of a successful	Low	Medium	Medium2	Financial penalty.	Chief Officers /	Access to and provision of	

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	legal challenge.				Reputational damage.	Political Leadership	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 s i.e. those that create tourism public safety issues e.g. cliffs & sea front.	High	High	High2	Financial Loss. Reputational Loss. 3 <sup>rd</sup> Party Public Liability  Adequate level of reserves mitigating Insurance.	Chief Officers	Appropriate maintenance schedules and investment programmes informed by expert advice. Ensuring tenancy obligations are met.	Adequate level of reserves mitigating Insurance.
9	Contractual Partnerships: Breakdown in contractor performance, for example, Waste contract, Building Control, Leisure contract, White Rock Theatre contract and Ground Maintenance etc.	Medium	High	High1	Failure to achieve corporate objectives. Financial and reputational loss. Additional drain on officer's time on dispute resolution.	Chief Officers	Regular review and monitoring of Contracts and Service Level Agreements combined with firm contract management. Appropriate Governance arrangements. Development and implementation of Audit Plan.	Business Continuity Planning

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10	Deterioration of the Town's image and culture.	Medium	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. Adverse impact on the local economy.	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> <p>1066 Country Campaign management</p> <p>New Local Plan process</p> <p>External Funding</p>	

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							opportunities from stronger towns	
11	Ineffective Project/Programme Control.	Low	High	Medium3	Projects overrun in time/budget or do not achieve objectives. Reputational damage.	Chief Officers / Project Sponsors	Use of 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. Further project management expertise to be developed at all levels to ensure all project team members are suitably skilled, and gain best practice experience.	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.	

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	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 and review	
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. Security arrangements have been enhanced and are regularly checked updated. Systems have stood up to real life incidents	One Team to be diverted to priority areas. Insurance and reserves.
15	Extreme weather incidents increase as climate changes	High	Medium	High3	Impact on local economy and on council's business operations	Chief Officers	Strengthened water conservation measures in place and further measures under	One Team resources to respond Insurance Reserves



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	<ul style="list-style-type: none"> <li>Drought</li> <li>Rainfall</li> <li>Snow and high winds</li> <li>Landslip and other natural hazards on coastal cliffs</li> <li>Flood risk management and coastal protection</li> </ul>				<p>Flood damage to property and land</p> <p>Disruption to services</p> <p>Loss of life / serious injury Damage to property Loss of access / amenity Financial impact Reputation undermined</p>		<p>investigation</p> <p>Surface water management action plan in place</p> <p>Severe weather management action plan in place</p> <p>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.</p> <p>Tested flood risk management plan. Environment Agency funded coastal protection works.</p>	<p>Participation in county wide resilience structures and training.</p>
16	'Brexit' implications.	High	High	High2	<p>Note: At this time, the implications aren't fully known.</p> <p>Loss of most/all European Grant Funding</p> <p>Decline in European visitors or workers</p>	Chief Officers	<p>Risks of no-deal immediate issues assessed building on Audit Committee paper 15<sup>th</sup> November. Issues being addressed e.g. with supply chains/data management</p> <p>Partnership working with</p>	<p>Reserves and potential Government funding depending on requirements</p>

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					<p>Lost benefits of those European grant funded projects terminated</p> <p>Medium to long term economic uncertainty</p> <p>Loss of key industries whose trade is with Europe</p> <p>New impacts on small/medium businesses in town that trade with EU</p>		<p>other local authorities on a regional and national basis</p> <p>Limited funding for dealing with impacts allocated to Council's over two years.</p> <p>Government short term guarantee for approved grants</p> <p>Planning for snap 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>	
17	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</p>	

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							<p>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> <p>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.</p>	
18	Significant Contracts for renewal; grounds maintenance	Low	High	Medium3	<p>Financial risk</p> <p>Reputational risk if poor performing contractor is selected</p>	Chief Officers	<p>East Sussex Procurement Hub processes followed to ensure best value and effective</p> <p>Senior management overview of the stages of this procurement project</p> <p>2019</p>	
19	Following the mutually agreed early termination of the joint waste contract with Kier, new service	Low	High	Medium3	<p>Poor service to residents such as missed waste collections. Negative impact on street scene and thereby on the economy of the town. For example through decreased tourism, and</p>	Chief Officers	<p>The DSO arrangements have been carefully managed to reduce the risk of failure, and operational performance will continue to be closely</p>	

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	<p>arrangements commenced in July 2019. Street cleansing is now carried out through the new HBC Cleansing DSO, and refuse and recycling collections are carried out by Biffa through a new joint waste contract.</p> <p>The potential risks are that the performance of the DSO and/or Biffa will not be to the appropriate standards.</p>				<p>investment by business. Increased costs due to need to monitor contractor more closely. Reputational damage to HBC.</p>		<p>monitored. The new joint waste contract was procured against the backdrop of a failing contract, and learning from this informed the new contract specification and terms and conditions.</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>	

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