

Strategic Risk Register Position Table (Eastbourne)

Report Type: Risks Report
Generated on: 12 February 2020

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|-------------------------|---|
| Code & Title | SR_000 Strategic Risk Register (Eastbourne) |
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| Current Risk Matrix | | LIKELIHOODIMPACT 1 - Unlikely 1 - Minor 2 - Possible 2 - Moderate 3 - Likely 3 - Significant 4 - Highly Likely 4 - Major 5 - Almost Certain 5 - Critical |
| | | The numbers relate to the amount of risks currently positioned in each box. |

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| Code | Title | Description | Likelihood | Impact | Original Risk Score | Internal Controls | Risk Owner | Likelihood | Impact | Current Risk Score | Traffic Light | Next Review Date |
|--------|--|---|------------|--------|---------------------|--|-----------------------|------------|--------|--------------------|---------------|------------------|
| SR_001 | No political and partnership continuity/consensus with regard to organisational objectives | Sudden changes of political objectives at either national or local level renders the organisation, its current corporate plan and Medium Term Financial Strategy unfit for purpose. | 3 | 4 | 12 | <u>Reduces Likelihood</u> 1. Create inclusive governance structures which rely on sound evidence for decision making. <u>Reduces Impact</u> 2. Annual review of corporate plan and Medium Term Financial Strategy 3. Creating an organisational architecture that can respond to changes in the environment. | Chief Executive | 2 | 3 | 6 | Amber | 05-May-2020 |
| SR_002 | Changes to the economic environment makes the Council economically less sustainable | 1. Economic development of the town suffers. 2. Council objectives cannot be met. | 5 | 5 | 25 | <u>Reduces Impact</u> 1. Robust Medium Term Financial Strategy reviewed annually and monitored quarterly. Refreshed in line with macro economic environment triennially. 2. Creating an organisational architecture that can respond to changes in the | Chief Finance Officer | 5 | 5 | 25 | Red | 05-May-2020 |

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| | | | | | | environment. This risk has been given a higher score owing to the uncertainty over impact of withdrawal from the European Union. It will be reviewed once more is known. | | | | | | |
| SR_003 | Unforeseen socio-economic and/or demographic shifts creating significant changes of demands and expectations. | 1. Unsustainable demand on services. 2. Service failure. 3. Council structure unsustainable and not fit for purpose. 4. Heightened likelihood of fraud. | 3 | 4 | 12 | <u>Reduces Impact</u> 1. Grounding significant corporate decisions based on up to date, robust, evidence base. (e.g. Census; Corporate Plan Place Surveys; East Sussex in Figures data modelling). 2. Ensuring community and interest group engagement in policy development (e.g. Neighbourhood Management Schemes; Corporate Consultation Programme) | Director of Service Delivery | 3 | 3 | 9 | Amber | 01-May-2020 |
| SR_004 | The employment market provides unsustainable employment base for the needs of the organisation | Employment market unable to fulfil recruitment and retention requirements of the Council resulting in a decline in performance | 4 | 4 | 16 | <u>Reduces Likelihood</u> 1. Changes undertaken to increase non-financial attractiveness of EBC to current and future staff. 2. Appropriate reward and recognition policies reviewed | Asst Dir of HR and Transformation | 3 | 2 | 6 | Amber | 01-May-2020 |

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| | | standards and an increase in service costs. | | | | on a regular basis. <u>Reduces Likelihood and Impact</u> 3. Review of organisation delivery models to better manage the blend of direct labour provision. Pursuit of mutually beneficial shared service arrangements. | | | | | | |
| SR_005 | Not being able to sustain a culture that supports organisational objectives and future development. | 1. Decline in performance. 2. Higher turnover of staff. 3. Decline in morale. 4. Increase in absenteeism. 5. Service failure 6. Increased possibility of fraud. | 4 | 4 | 16 | <u>Reduces Likelihood</u> 1. Deliver a fit for purpose organisational culture. 2. Continue to develop our performance management capability to ensure early intervention where service and/or cultural issues arise. 3. Continue to develop communications through ongoing interactions with staff. | Asst Dir of HR and Transformation | 3 | 4 | 12 | Amber | 01-May-2020 |
| SR_006 | Council prevented from delivering services for a prolonged period of time. | 1. Denial of access to property 2. Denial of access to technology/information | 3 | 5 | 15 | <u>Reduces Likelihood</u> 1. Adoption of best practice IT and Asset Management policies and procedures. <u>Reduces Likelihood and Impact</u> 2. Joint Transformation | Chief Executive | 2 | 4 | 8 | Amber | 01-May-2020 |

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| | | 3. Denial of access to people | | | | programme has created a more flexible, less locationally dependent service architecture. <u>Reduces Impact</u> 3. Regularly reviewed and tested Business Continuity Plans. 4. Regularly reviewed and tested Disaster Recovery Plan. | | | | | | |
| SR_007 | Council materially impacted by the medium to long term effects of an event under the Civil Contingencies Act | 1. Service profile of the Council changes materially as a result of the impact of the event. 2. Cost profile of the Council changes materially as a result of the impact of the event. 3. Work adversely affected by reduced staff numbers due to effects of pandemic virus. | 3 | 5 | 15 | <u>Reduces Likelihood and Impact</u> 1. Working in partnership with other public bodies. 2. Robust emergency planning and use of Council's emergency powers. <u>Reduces Impact</u> 3. Ongoing and robust risk profiling of local area (demographic and geographic). 4. Review budget and reserves in light of risk profile. This risk has been given a higher score owing to the uncertainty over the withdrawal from the | Asst Dir for Corporate Governance | 2 | 3 | 6 | Amber | 01-May-2020 |

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| | | | | | | European Union. It will be reviewed once more is known. | | | | | | |
| SR_008 | Failure to meet regulatory or legal requirements | <p>1. Trust and confidence in the Council is negatively impacted.</p> <p>2. Deterioration of financial position as a result of regulatory intervention/penalties .</p> <p>3. Deterioration of service performance as a result of regulatory intervention/penalties</p> | 3 | 4 | 12 | <p><u>Reduces Likelihood</u></p> <p>1. Developing, maintaining and monitoring robust governance framework for the Council.</p> <p>2. Building relationships with regulatory bodies.</p> <p>3. Develop our Performance Management capability to ensure early intervention where service and/or cultural issues arise.</p> <p>4. Take forward the recommendations of the CIPFA Asset Management report to ensure we meet regulatory/legal requirements regarding the management of property.</p> <p>5. Ensure there is full understanding the impact of new legislation.</p> <p>6. All managers are required to abide by the Council's</p> | Asst Dir Legal and Democratic Services | 2 | 4 | 8 | Amber | 01-May-2020 |

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| | | | | | | procurement rules. 7. Ensure that fire risk regulations are adhered to and that Fire Risk Assessments are regularly reviewed. | | | | | | |
| SR_009 | Commercial enterprises that are fully controlled by the authority do not deliver financial expectations or do not meet governance requirements. | 1. Unfamiliar activity with staff inexperienced in this area 2. Council finances affected if projects do not meet financial expectations. 3. Reputational damage if governance procedures are inadequate. 4. Failure to abide by company law. | 3 | 4 | 12 | <u>Reduces Likelihood</u> 1. Hire suitably qualified/experienced staff to give legal and specialist support. 2. Appoint Head of Commercial Activities. 3. Ensure that projects meet core principles. 4. Up or re-skill staff to maximise commercial opportunities. 5. Ensure governance processes are set up and adhered to. | Dir of Regeneration and Planning And Dir of Tourism and Enterprise | 3 | 3 | 9 | Amber | 01-May-2020 |
| SR_010 | The Council suffers a personal data breach by inadequate handling of data | 1. Trust and confidence in the Council is negatively impacted. 2. Deterioration of | 3 | 4 | 12 | <u>Reduces Likelihood</u> 1. Ongoing corporate training for data protection. 2. Ensure all staff complete the e-learning Data Protection | Asst Dir Legal and Democratic Service | 2 | 4 | 8 | Amber | 01-May-2020 |

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| | or by an IT incident | <p>financial position as a result of regulatory intervention/penalties</p> <p>3. Deterioration of service performance as a result of regulatory intervention/penalties</p> <p>4. Increased probability of compensation claims by persons affected by a personal data breach.</p> | | | | <p>course.</p> <p>3. Ensure that the Data Protection Policy is regularly reviewed.</p> <p>4. Ensure the Data Protection Officer is afforded the resources to discharge their statutory functions.</p> <p>5. Ensure that managers regularly remind staff of their responsibilities under data protection, including personal data breach reporting arrangements.</p> <p>6. Ensure the suite of IT policies is kept up to date.</p> <p>7. Ensure that IT security is in place and regularly tested.</p> <p><u>Reduces Impact</u></p> <p>1. Incident management procedures to mitigate loss or breach of data are in place.</p> | s | | | | | |