

# Strategic Risk Register (Eastbourne)

**Report Type:** Risks Report  
**Generated on:** 28 January 2021

## Key to risk scoring

### LIKELIHOOD

- 1 - Unlikely
- 2 - Possible
- 3 - Likely
- 4 - Highly Likely
- 5 - Almost Certain

### IMPACT

- 1 - Minor
- 2 - Moderate
- 3 - Significant
- 4 - Major
- 5 - Critical

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	Chief Executive	2	3	6	Amber	01-May-2021

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						3. Creating an organisational architecture that can respond to changes in the environment.						
SR_002	Changes to the economic environment makes the Council economically less sustainable	<p>1. Economic development of the town suffers.</p> <p>2. Council objectives cannot be met.</p> <p>3. Covid-19 has had a serious impact on the council's finances.</p>	5	5	25	<p><u>Reduces Impact</u></p> <p>1. Robust Medium-Term Financial Strategy reviewed annually and monitored quarterly. Refreshed in line with macro-economic environment triennially.</p> <p>2. Creating an organisational architecture that can respond to changes in the environment.</p> <p><u>Reduces Likelihood</u></p> <p>3. The council is currently in ongoing discussions with the Ministry of Housing, Communities and Local Government around financial support to cover</p>	Chief Finance Officer	5	5	25	Red	01-May-2021

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						costs related to expenditure on response to the Covid-19 pandemic.						
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.	5	5	25	<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	5	5	25	Red	01-May-2021
SR_004	The employment market provides unsustainable employment base for the	Employment market unable to fulfil recruitment and retention requirements of the Council resulting in a decline in	4	4	16	<u>Reduces Likelihood</u> 1. Changes undertaken to increase non-financial attractiveness of EBC to current and future staff.	Asst Dir of HR and Transformation	3	2	6	Amber	01-May-2021

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	needs of the organisation	performance standards and an increase in service costs.				<p>2. Appropriate reward and recognition policies reviewed on a regular basis.</p> <p><u>Reduces Likelihood and Impact</u></p> <p>3. Review of organisation delivery models to better manage the blend of direct labour provision. Pursuit of mutually beneficial shared service arrangements.</p>						
SR_005	Not being able to sustain a culture that supports organisational objectives and future development.	<p>1. Decline in performance.</p> <p>2. Higher turnover of staff.</p> <p>3. Decline in morale.</p> <p>4. Increase in absenteeism.</p> <p>5. Service failure</p> <p>6. Increased possibility of fraud.</p>	4	4	16	<p><u>Reduces Likelihood</u></p> <p>1. Deliver a fit for purpose organisational culture.</p> <p>2. Continue to develop our performance management capability to ensure early intervention where service and/or cultural issues arise.</p> <p>3. Continue to develop communications through ongoing interactions with staff.</p>	Asst Dir of HR and Transformation	3	4	12	Amber	01-May-2021

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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. Denial of access to people	4	5	20	<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 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.	Chief Executive	4	4	16	Red	01-May-2021
SR_007	Council materially impacted by the medium to long term effects of an	1. Service profile of the Council changes materially as a result of the impact of the event.	5	5	25	<u>Reduces Likelihood and Impact</u> 1. Working in partnership with other public bodies.	Asst Dir for Corporate Governance	5	5	25	Red	01-May-2021

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	event under the Civil Contingencies Act	<p>2. Cost profile of the Council changes materially as a result of the impact of the event.</p> <p>3. Work adversely affected by reduced staff numbers due to effects of pandemic virus.</p>				<p>2. Robust emergency planning and use of Council's emergency powers.</p> <p><u>Reduces Impact</u></p> <p>3. Ongoing and robust risk profiling of local area (demographic and geographic).</p> <p>4. Review budget and reserves in light of risk profile.</p>						
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</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</p>	Asst Dir Legal and Democratic Services	2	4	8	Amber	01-May-2021

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		as a result of regulatory intervention/penalties				<p>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 procurement rules.</p> <p>7. Ensure that fire risk regulations are adhered to and that Fire Risk Assessments are regularly reviewed.</p>						
SR_09	Commercial enterprises	1. Unfamiliar activity with staff	3	4	12	<u>Reduces Likelihood</u>	Dir of Regenerati	5	5	25	Red	01-May-2021

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	that are fully controlled by the authority do not deliver financial expectations or do not meet governance requirements.	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.				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.	on and Planning  And  Dir of Tourism and Enterprise					
SR_010	The Council suffers a personal data breach by inadequate handling of data or by an IT incident	1. Trust and confidence in the Council is negatively impacted.  2. Deterioration of financial position as a result of regulatory	3	4	12	<u>Reduces Likelihood</u> 1. Ongoing corporate training for data protection.  2. Ensure all staff complete the e-learning Data Protection course.	Asst Dir Legal and Democratic Services	2	4	8	Amber	01-May-2021



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		<p>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>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>8. Incident management procedures to mitigate loss</p>						

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						or breach of data are in place.						
SR_011	Judicial challenge of decision-making is heightened as a consequence of increased reliance on use of officer delegated powers	<p>1. There is scope for the public audience, members of whom may be directly or indirectly affected by council decisions, to increase once they can routinely hear (and see) meetings from the comfort of their homes. So, the number of people who may be in a position to mount a challenge may similarly increase.</p> <p>2. There is potential for successful challenges where lapses in IT connectivity may mean that decisions are made where</p>	4	4	16	<p><u>Reduces Likelihood</u></p> <p>1. Work closely with IT to ensure that technological issues are kept to a minimum.</p> <p><u>Reduces Impact</u></p> <p>2. Use of delegated powers to be adequately recorded</p> <p>3. Issue minutes of meetings as soon as possible.</p>	Asst Dir Legal and Democratic Services	4	4	16	Red	01-May-2021

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		<p>members have not heard, and taken into account, all relevant information and/or where key public or other participants have not been able to participate in the meeting due to technological failure.</p> <p>3. The officer resource needed to defend the councils against this type of challenge will be significant.</p>										