

Strategic Risk Register (Eastbourne)

Report Type: Risks Report
Generated on: 04 May 2023

| 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 | 01-Aug-2023 |

Appendix A - Strategic Risk Register Quarterly Review

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| 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. Inflation affecting council costs is having a serious impact on the council's finances.</p> <p>4. The council's Recovery and Stabilisation programme fails to meet its objectives.</p> <p>5. Rising energy prices and inflation affecting the cost of living will affect the ability of customers to pay rent and council tax.</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 macroeconomic 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 continuously monitoring its financial plans to ensure early actions are taken to mitigate financial or operational risks. Additionally, the council's reserves and balances are regularly reviewed to ensure compliance with its reserve policy.</p> <p>4.Regular monitoring of the progress and outcomes of the Recovery and Stabilisation programme, including the recommendations of the Cipfa Assurance Review.</p> <p>5. Continuous review and monitoring of the council's Housing Revenue Business Plan in light of the recently introduced rent cap.</p> <p>6. Continuous review and monitoring of the council's capital programme and financing costs.</p> | Director of Finance and Performance (Chief Finance Officer – S. 151 Officer) | 5 | 5 | 25 | Red | 01-Aug-2023 |

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| 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 Likelihood and 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-Aug-2023 |
| SR_004 | The employment market provides unsustainable employment base for the needs of the organisation. | Employment market unable to fulfil recruitment, and council unable to retain staff, resulting in a decline in performance standards and an increase in service costs. | 4 | 4 | 16 | <u>Reduces Likelihood</u> 1. Changes undertaken to increase non-financial attractiveness of the council to current and future staff. 2. Appropriate reward and recognition policies reviewed on a regular basis. <u>Reduces Likelihood and Impact</u> 3. Pursuit of mutually beneficial shared service arrangements. 4. Maximising flexibility around recruitment and retention. | Director of Organisational Development/ Director of Devonshire Quarter | 5 | 2 | 10 | Amber | 01-Aug-2023 |
| SR_005 | Not being able to sustain a culture that supports organisational objectives and | 1. Decline in performance. 2. Higher turnover of staff. | 4 | 4 | 16 | <u>Reduces Likelihood</u> 1. Build an organisational culture that supports equality and inclusivity through communication and support. <u>Reduces Likelihood and Impact</u> | Director of Organisational Development/ Director of Devonshire Quarter | 3 | 4 | 12 | Amber | 01-Aug-2023 |

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| | future development. | 3. Decline in morale. 4. Increase in absenteeism. 5. Service failure. 6. Increased possibility of fraud. 7. The council's Recovery and Stabilisation programme fails to meet its objectives. | | | | 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. 4. Regular monitoring of the progress and outcomes of the Recovery and Stabilisation programme. | | | | | | |
| 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. The council has created a more flexible, less locationally dependent, service architecture. <u>Reduces Impact</u> 3. Regularly reviewed and tested Business Continuity Plans and updated contingency plans actioned. 4. Regularly reviewed and tested Disaster Recovery Plan. | Chief Executive | 2 | 4 | 8 | Amber | 01-Aug-2023 |

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| SR_007 | Council materially impacted by the medium to long term effects of an event under the Civil Contingencies Act. | <p>1. Service profile of the council changes materially as a result of the impact of the event.</p> <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>4. Emergency caused by a climate change event (e.g. increased flooding risks)</p> | 5 | 5 | 25 | <p><u>Reduces Likelihood and Impact</u></p> <p>1. Working in partnership with other public bodies.</p> <p>2. Robust emergency planning and use of council's emergency powers.</p> <p>3. Working with the Environment Agency on climate change measures.</p> <p><u>Reduces Impact</u></p> <p>4. Ongoing and robust risk profiling of local area (demographic and geographic).</p> <p>5. Review budget and reserves in light of risk profile.</p> <p>6. Funds set aside to help fund responses to an event.</p> <p><u>Reduces Likelihood</u></p> <p>7. Adoption of, and action to implement, the council's Climate Emergency Strategy.</p> | Chief Executive | 2 | 4 | 8 | Amber | 01-Aug-2023 |

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| 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. The council has adopted and published an Asset Management Strategy (AMS) that set out how the council uses its land and property assets effectively to deliver its service and the rules by which the council can purchase assets in the future. These strategies are updated on a yearly basis as part of the Capital and Medium-Term Financial Strategies.</p> <p>3. Ensure there is full understanding the impact of new legislation.</p> <p>4. All managers are required to abide by the council's procurement rules.</p> <p><u>Reduces Likelihood and Impact</u></p> <p>5. Building relationships with regulatory bodies.</p> <p>6. Develop our Performance Management capability to ensure early intervention where service and/or cultural issues arise.</p> <p>7. Ensure that fire risk regulations are adhered to and that Fire Risk Assessments are regularly reviewed.</p> | Chief Executive | 2 | 4 | 8 | Amber | 01-Aug-2023 |

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| SR_009 | Commercial enterprises and investments do not deliver financial expectations or do not meet governance requirements. | <ol style="list-style-type: none"> 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. | 5 | 5 | 25 | <p><u>Reduces Likelihood</u></p> <ol style="list-style-type: none"> 1. Hire suitably qualified/experienced staff to give legal and specialist support. 2. Up-, or re-, skill staff to maximise commercial opportunities. <p><u>Reduces Likelihood and Impact</u></p> <ol style="list-style-type: none"> 3. Ensure that projects meet core principles. 4. Ensure governance processes are set up and adhered to. 5. Regular monitoring of the progress of enterprises in parallel with the (cross-party) Strategic Property Board and wider governance arrangements. | Director of Regeneration and Planning And Chief Executive | 4 | 3 | 12 | Amber | 01-Aug-2023 |
| SR_010 | The council suffers a personal data breach by inadequate handling of data or by an IT incident. | <ol style="list-style-type: none"> 1. Trust and confidence in the council is negatively impacted. 2. Deterioration of financial position as a result of regulatory intervention/penalties. 3. Deterioration of service performance as a result of regulatory intervention/penalties. 4. Increased probability of compensation claims | 3 | 4 | 12 | <p><u>Reduces Likelihood</u></p> <ol style="list-style-type: none"> 1. Ongoing corporate training for data protection. 2. Ensure all staff complete the e-learning Data Protection course. 3. Ensure that the Data Protection Policy is regularly reviewed. 4. Ensure the Data Protection Officer is afforded the resources to discharge their statutory functions. 5. Ensure that managers regularly remind staff of their responsibilities under data protection, including | Chief Executive | 2 | 4 | 8 | Amber | 01-Aug-2023 |

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| | | by persons affected by a personal data breach. | | | | personal data breach reporting arrangements. 6. Ensure the suite of IT policies is kept up to date. 7. Ensure that IT security is in place and regularly tested. <u>Reduces Impact</u> 8. Incident management procedures to mitigate loss or breach of data are in place. | | | | | | |